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THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION · VOL. 7 □ NO. 9 □ OCTOBER 1987

RESTAURANTS USA

catfish

ASSOCIATION MEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management
10/26 Pawtucket, RI
11/2 Newark, NJ
11/3 Cherry Hill, NJ
11/10 Austin, TX
11/18 Tampa, FL
11/19 Milwaukee, WI
12/7 Aspen, CO

Increasing Sales: Effective Front-of-the-House Management
10/26 Louisville, KY
11/10 Baltimore, MD
11/11 Philadelphia, PA
11/16 Los Angeles, CA
11/17 Concord, CA

Kitchen Management
10/26 Toronto, Ontario, Canada
10/28 Harrisburg, PA
11/9 Virginia Beach, VA
11/11 Wichita, KS
12/1 Grand Rapids, MI
12/2 Bloomington, MN
12/7 Santa Monica, CA
12/8 Long Beach, CA

Tools for Training
10/27 Springfield, MA
10/28 Syracuse, NY
11/10 Birmingham, AL

Food Production Courses

Perfecting Your Culinary Skills
11/4 Pittsburgh, PA
11/11 Newport Beach, CA
11/13 Burlingame, CA

Soups and Sauces
10/26 Newark, NJ
10/27 Burlington, VT

Foodservice Management Courses

Banquet Management
10/21 Moncton, New Brunswick, Canada
11/2 San Diego, CA
11/4 Sacramento, CA
11/16 Baton Rouge, LA
11/18 Atlanta, GA

Beverage Management
11/9-10 Toronto, Ontario, Canada
11/17-18 Phoenix, AZ
12/8-9 Orlando, FL

Foodservice Operators' Legal Workshop
11/10 Raleigh, NC
11/16 Detroit, MI

Menus That Sell!
10/19 Minneapolis, MN
10/21 Madison, WI

Off-Premises Catering
10/19-20 Dearborn, MI
11/16-17 Portland, OR
11/30-12/1 Washington, DC

Operational Analysis
12/3-4 Baltimore, MD

Planning and Implementing Restaurant Marketing Strategy
11/4-5 Indianapolis, IN
12/9-10 Chicago, IL

Planning Successful Buffets
12/7 Jacksonville, FL

Profitability
11/16 Nashville, TN
11/17 Bloomington, MN
12/8 Denver, CO
12/10 Atlanta, GA

Real Estate and Restaurant Site Selection
11/9-10 Orlando, FL
11/30-12/1 Honolulu, HI
12/7-8 Seattle, WA

Restaurant Design
10/21-22 Boston, MA
11/11-12 Reno, NV
12/8-9 Atlantic City, NJ

Sanitary Assessment of the Foodservice Environment (S.A.F.E.)
10/20 Portsmouth, NH
11/9 Denver, CO

Wine and the Bottom Line
12/1 Providence, RI
12/3 Raleigh, NC

For more information, contact: National Restaurant Association Education Foundation 311 First St., N.W. Washington, DC 20001 (800) 424-5156 or (202) 638-6100.
If your company is interested in our in-house programs, call or write to the attention of Frank Doyle at the association's Washington, DC, office.

NATIONAL CONFERENCE SERIES

Independent Foodservice Operator's National Conference
1/24-26 Miami, FL

National Conference on Computers in Foodservice
3/8-11 Orlando, FL

STUDY GROUP MEETINGS

Financial Officers
4/6-8 New Orleans, LA

Internal Auditors
5/26-29 Charleston, SC

Large Independent Operators
5/18-20 Monterey, CA

Management Information Systems (MIS-formerly EDP)
4/12-17 Scottsdale, AZ

Marketing Executives
5/18-21 Chicago, IL

Multi-unit Architects, Engineers and Construction Officers (MAECO)
5/18-20 Chicago, IL

Quality Assurance
April (TBA)

Tax Executives
4/6-8 New Orleans, LA

For more information on specific study groups, contact Philip Kralovec, (312) 853-2525

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RESTAURANTS USA

VOL. 7 NO. 9 OCTOBER 1987

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PRESIDENT'S REPORT

Michael J. Grisanti, President and Chief Operating Officer
Grisanti, Inc.; Louisville, KY

Public Affairs Conference, association meeting resounding successes

I am pleased to report that this year's fall meeting of the National Restaurant Association Board of Directors and the third annual Public Affairs Conference were both tremendously successful in building the association's strength against unwarranted government intervention. At the board meeting, the government relations committee—comprised of the board's entire voting membership—reaffirmed the association's opposition to a minimum-wage increase, vowing to fight such an increase on all fronts. With regard to mandated health benefits proposals currently before Congress, the committee directed staff to develop a program that will educate the press and the public about the detrimental effects such legislation would have on businesses. And new fundraising goals were set for the association's PAC and for the Congressional Leadership Forum, the fundraising arm of the Political Education Committee (PEC).

At the Public Affairs Conference, congressional leaders, administration officials and political analysts addressed a record number of attendees about issues affecting foodservice. Attendees also had the rare opportunity to lobby one-on-one with their local legislators—both during private Capitol Hill meetings and at the elegant *Chef d'Oeuvre* reception, which was attended by 229 senators and congressional representatives. In addition, association officers took advantage of the time in Washington to meet with major media representatives regarding the minimim wage.

All told, the board meeting and Public Affairs Conference provided an excellent forum for foodservice concerns to be heard, discussed and acted upon. I plan to capitalize on the momentum built in Washington as we move our programs forward throughout the coming year.

Board approves building negotiations, joint memberships, involvement with Second Harvest

In other board meeting news, the association's Board of Directors approved negotiations for the purchase of a new building for the association's Washington headquarters. If purchased, the new building would be located in the heart of the city's business district. The board also approved proposals for joint membership between the national and the Hawaii and Maryland Restaurant Associations. The joint memberships, which were requested by the two state associations, will go into effect in 1988 and will add approximately 400 members to the national association. And, finally, the board approved association involvement with Second Harvest, a nationwide network of food banks providing food for the needy. Association staff will develop an appropriate program.

INFO 88 to be held in Miami in January

It is not too early to set aside January 24-26, 1988, to be in Miami for the fourth annual Independent Foodservice Operators National Conference—INFO 88. In a short period of time, this conference has earned a reputation as the leading industry forum designed exclusively for independents. It is the once-a-year opportunity for operators to step back, evaluate their businesses and

obtain expert opinions from the industry's most qualified advisors. This year, the conference is being cosponsored by the Educational Foundation of the National Restaurant Association and *Restaurant Management* magazine, the trade publication geared toward the independent operator.

Again, the dates for the conference are January 24–26. The location is Miami's elegant Fontainebleau Hilton. Get your registration in early by contacting the association's educational foundation at (202) 638-6100 or (800) 424-5156.

Ad mats distributed, promoting careers in hospitality

"Make Money Making People Happy" is the slogan of the advertisements being used throughout Phase II of the America's Hospitality Industry image-boosting campaign. The ads have already been placed in the top vocational and student magazines in the country, and ad mats are now being distributed to hospitality companies for placement in their local publications. We are optimistic this ad campaign will demonstrate the rapid advancement and rewarding careers available in our industry to potential employees.

Wage and benefits survey due

A reminder: If you have not yet completed the questionnaire regarding wage and benefits practices for salaried employees and executives, please fill it out and send it in as soon as possible. The survey results, to be published early next year, will prove an invaluable resource for association members.

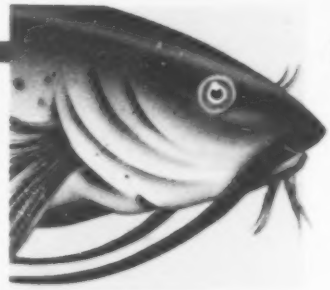
It is my pleasure to welcome 105 new members who joined the National Restaurant Association in September. Your participation in the association will benefit your business and will make the association more effective in its representation of the foodservice industry.

Sincerely,

Michael J. Grisanti
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: CATFISH



9 Catfish, once ignored as the "ugly duckling" of the waters, is surfacing as a hot menu leader in all types of restaurants. Chefs have discovered catfish's versatility, good price value, stable supplies and are experimenting with new recipes—much to their customers' delight.

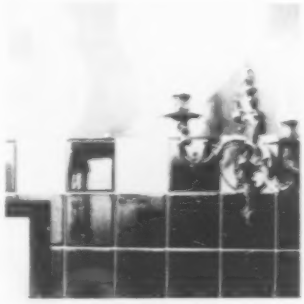
SPECIALS

13 Customer service
As the number of qualified applicants declines and consumer expectations rise, providing quality service has become a challenging priority for restaurateurs. This article outlines some of the ways operators are renewing their emphasis on service excellence.

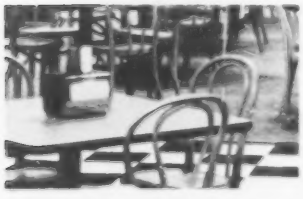
16 Managing employee conflict
Employee conflict can take its toll on any restaurant operation—but it doesn't have to be that way. With proper training, managers can address and solve in-house conflicts. This article presents a six-step plan.

20 Tips versus service charges
Earlier this year, ***Restaurants USA*** looked at what operators think of tips versus service charges. Here is a look at what customers think about the two different systems. Based on the results of a Gallup survey commissioned by the National Restaurant Association, this "Foodservice Trends" special may help you decide which service method is best suited for your operation.

22 Stepping back into foodservice—a learning experience
The Educational Foundation of the National Restaurant Association awards summer work-study grants to foodservice educators so they can experience first-hand the pressures and rewards of working on-line. In this "Leaders of Learning" special, one educator relates how his experience has given him an updated understanding of the industry and an increased capacity to relate that understanding to students.



24 Flashy flushes
Using humor, panache and a touch of class, restaurateurs are turning often-neglected bathrooms into striking design features.



26 Employee dining
Realizing the appeal of employee dining facilities as an employee benefit and a productivity booster, more companies are paying attention to their in-house dining options. They are updating their menus and decor and adding new services, such as takeout and food carts for office-to-office delivery.

30 Marketing nutrition through menus
Once an operator decides to market nutrition, there is more than one method to follow.

33 Working with dietitians
Here's how dietitians can help you develop nutrition savvy.

Cover artwork by Julian Waters and Suzani

DEPARTMENTS

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- ☐ Master Sommelier Diploma Examination to be held in March
- ☐ Association logo being implemented

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Association group major medical plan now available

A group major medical insurance plan is available through the National Restaurant Association to association members and their families. This plan, underwritten by the Mutual Life Insurance Company of New York, is very economical because the association co-sponsors it with many other professional associations in a large group insurance trust. The mass buying power of these combined organizations keeps the cost to a minimum.

The plan provides up to $1 million protection for most health care costs. Covered expenses include hospital room and board charges, physicians' and surgeons' fees, prescription drugs, anesthetic and its administration, specialized equipment use, blood and plasma, convalescent nursing home charges, X-rays and laboratory tests.

Here's how it works: Each insured person has a choice of three deductibles—$300, $500 or $1,000. The deductibles have been designed to help keep the cost of the plan down. The higher the deductible selected, the lower the premium rate.

The deductible can be satisfied by eligible expenses from one or more medical conditions. And each insured person has up to one calendar year to accumulate these expenses.

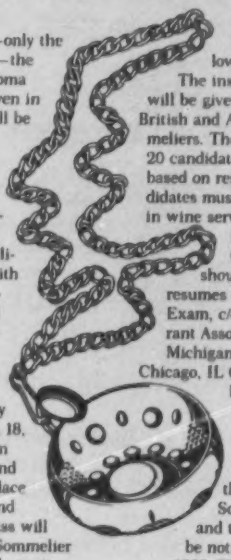
Once the deductible has been satisfied, the plan pays 80 percent of all covered expenses. Then, after $1,000 in expenses have been paid by the insured (plus the deductible) the plan takes over completely to pay 100 percent of all covered expenses for the rest of the year.

Who is eligible? All members and spouses under age 65 as well as their unmarried dependent children under age 19 (under age 23 if a full-time student) may apply for this coverage. If you have employees, they may also apply by meeting the same age requirements. Once accepted, coverage can never be cancelled because of age. Even upon retirement, coverage may be continued although benefits will coordinate with Medicare.

For details on the association-sponsored $1 million group major medical insurance plan, contact the National Restaurant Association insurance administrator Albert H. Wohlers & Co., 1500 Higgins Rd., Park Ridge, Illinois 60068-5750. Or call toll-free (800) 323-2156; Illinois residents, call (312) 698-2221.

TO ALL SOMMELIERS

Do you aspire to be a Master?



Once again in 1988—only the second time in history—the Master Sommelier Diploma Examination will be given in the United States. It will be on Tuesday, March 21, 1988, and will be preceded by four days of intensive instruction and qualifying examinations. The program will be held in Monterey, California in conjunction with the Monterey Wine Festival, which is produced by the National Restaurant Association.

The Advanced Sommeliers Course will be held on Thursday, Friday and Saturday, March 17, 18, 19, 1988. An examination consisting of a tasting and theory paper will take place on Sunday, March 20, and those candidates who pass will receive their Advanced Sommelier Certificate and be eligible to sit for the Master Sommelier Diploma Examination the following Tuesday.

The instruction and tasting will be given by a joint panel of British and American Master Sommeliers. The program is limited to 20 candidates who will be invited based on resumes submitted. Candidates must have been employed in wine service for a minimum of five years.

Qualified professionals should send detailed resumes to Master Sommelier Exam, c/o the National Restaurant Association, 150 North Michigan Avenue, Suite 2000, Chicago, IL 60601. Resumes will be prescreened by a panel here in the U.S. in December 1987. Qualified resumes will be forwarded to the Court of Master Sommeliers in England and those to be invited will be notified by January 31, 1988. Those not selected will likewise be notified.

NATIONAL RESTAURANT ASSOCIATION

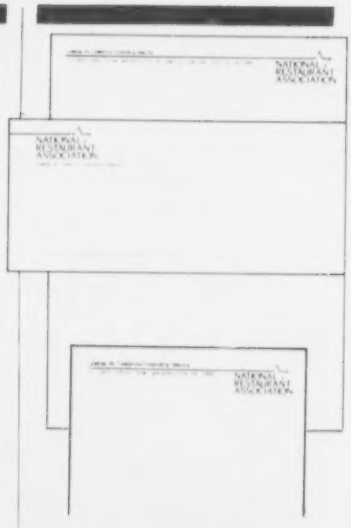
150 N. Michigan Ave. Chicago, Ill. 60601

1987/88 Catalog of Publications is out

Whether you are looking for information on consumer behavior, foodservice law or facilities planning, the facts you need are available in National Restaurant Association publications.

Each book, manual, brochure and video is listed in the association's *Catalog of Publications*. This year's edition, listing more than 100 entries, has just been published. Don't miss the new section on association video training programs. These videos can help you meet your needs in waitstaff training, back-of-the-house training and wine training.

The catalog was mailed to association members in September. If you have not received your copy, contact the publications department in Washington, DC, at (202) 638-6100 or toll-free at (800) 424-5156.



The National Restaurant Association has adopted a new logo. The association's Board of Directors approved the new design at the spring board meeting and implementation of the logo is now underway.

Immigration law update

The Immigration and Naturalization Service (INS) has begun to enforce the provisions of the new immigration reform law, which requires employers to verify a prospective employee's eligibility to work in the United States by checking identification cards and filling out the new I-9 form. By now all employers should have received copies of the INS employer handbook, which explains the new law and the compliance requirements, and should have filled out an I-9 form for every employee hired after November 6, 1986.

The INS has also begun its "informational visits" with employers to see if they have filled out the required I-9 forms for their employees and to determine whether they are aware of their responsibilities under the new law. Only after such a visit will INS issue citations if the agency finds that an employer has hired illegal aliens or is failing to comply with the law's record-keeping requirements.

INS announced this summer that in the case of continued noncompliance after a consultation with employers, a warning will be issued. Employers who disregard both the information and advice provided during the consultation and the further instruction of the warning notice would then—but only then—be subject to monetary penalties.

A civil fine of $250 to $2,000 could be levied for each unauthorized alien hired. A second violation would carry a fine of $2,000 to $5,000 per alien. More than two violations would result in fines of $3,000 to $10,000 per alien.

Republicans can regain control of Senate, says Fahrenkopf

Frank Fahrenkopf, chairman of the Republican National Committee, discussed the prospects for a Republican majority in the Senate in 1989 during a recent National Restaurant Association First Thursday breakfast meeting. Fahrenkopf noted that in 1988, 18 Democrats and 15 Republicans will be up for re-election, giving the Republicans a chance to regain control of the Senate. The First Thursday meetings are sponsored by the association's Congressional Leadership Forum.

Polygraph ban approved by House committee

The House Education and Labor Committee okayed a bill (H.R. 1212) to ban the use of lie detectors in nearly all business settings. The committee defeated a number of amendments that would have allowed specific industries and professions to continue using polygraphs.

The committee also agreed to a ban on the use of voice-stress analyzers, written and oral tests and other devices designed to detect employee deception. An employer who violated the testing ban could be penalized up to $10,000. H.R. 1212 would also require employers to post a government notice explaining the prohibition on lie detector use.

The National Restaurant Association and other business groups have opposed the legislation, believing that lie detectors can be a valuable tool in deterring and uncovering employee theft and crime. The association believes an outright ban of their use is unwarranted and supports a compromise bill, H.R. 1536, introduced by U.S. Reps. Bill Young (R-FL) and George Darden (D-GA), that would allow polygraph use, but require licensing and regulation of polygraph operators.

Although no bill banning polygraph use has been introduced in the Senate this year, several senators are reportedly preparing such a measure.

OSHA expands hazard communication standard

The Occupational Safety & Health Administration (OSHA) has issued a ruling that expands coverage of the "hazard communication standard" (HCS) to all employers with employees who may be exposed to hazardous chemicals in the workplace.

Until now, HCS had applied only to manufacturers. A series of legal challenges, however, resulted in a court ruling ordering OSHA to expand HCS to all workers. Employers must be in full compliance with the ruling by May 23, 1988.

The HCS requires chemical manufacturers, importers and distributors to supply material safety data sheets (MSDS) with shipments of hazardous chemicals. Employers must then develop a hazard communication program for exposed employees, which must include maintaining lists of all hazardous chemicals in the workplace and relaying information to employees on specific hazards, special operational procedures, protective measures and emergency procedures.

The association is studying the effect of this rule on foodservice establishments and has requested some clarifications from OSHA. As written, the rule could be applied to such products as detergents, cleansers, degreasers, sanitizers, floor treatment products, carbonator tanks and fire extinguishers.

Association protests policy change on grape sulfite levels

The National Restaurant Association is filing formal comments on a recent ruling by the Environmental Protection Agency (EPA) that allows grapes to be sold regardless of their sulfite residue levels. This ruling went into effect September 1, 1987, and is in response to a petition from California grape growers.

Although the Food and Drug Administration (FDA) has banned sulfite use on fruits and vegetables sold or intended to be served raw, grapes fall under EPA's jurisdiction because sulfites in this instance are used as fungicides, not preservatives. In December 1986, following FDA's lead, EPA set its interim policy for use of sulfites on grapes, requiring growers to use no more than 10 parts per million (PPM).

In response to the growers' petition, EPA amended its policy. The growers claimed that it is virtually impossible for growers to keep sulfite residues on grapes below 10 PPM because summer-harvested grapes must undergo repeated sulfite treatment while they are stored for marketing through the fall and early winter. EPA thus gave growers "two other acceptable options": (1) entering into a written agreement with the retail seller of the grapes that assures warning placards will be placed at the point of sale or (2) tagging at least 40 percent of the individual bunches of sulfite-treated grapes with a statement that the grapes have been treated with sulfites.

National Restaurant Association Executive Vice President William Fisher wrote to EPA Administrator Lee Thomas to lodge the industry's opposition. Allowing a special status for grapes "will lead to confusion and contradiction between EPA and FDA regulations and policies," Fisher noted, warning that EPA's policy reversal could "reopen the Pandora's Box of sulfites on raw fruits and vegetables."

Fisher said, "We emphatically disagree with this proposal to substitute signs or tags for good practice and to abrogate regulatory authority over use of sulfites on grapes."

Fisher noted that the association strongly opposes resurrecting the idea of on-premises signage. "Tags and placards are confusing, contradictory and, most important, ineffective," Fisher told Thomas. Fisher added that FDA had already come to that conclusion when it decided to completely ban sulfite use on fruits and vegetables.

Fisher urged Thomas to retain the 10 PPM certification program originally established under the December 1986 policy and to move rapidly toward establishing a formal tolerance, exemption or prohibition for sulfite use as a post-harvest fungicide on all raw produce.

IRS seminars on magnetic media reporting

The Internal Revenue Service (IRS) will be holding a series of free seminars around the country this fall to explain how employers file Forms W-2 (Wage and Tax Statement) and 8027 (Employer's Annual Information Returns of Tip Income and Allocated Tips) on magnetic tape or diskette.

Information on seminar locations and dates may be obtained by contacting the Magnetic Media Reporting Division at the IRS National Computer Center, P.O. Box 1359, Martinsburg, West Virginia, (304) 263-8700.

Magnetic media reporting requirements apply to all employers who filed 250 or more Form W-2's or 8027's for tax year 1986. For employers filing on magnetic media for the first time in 1988 (for the 1987 calendar year), prior approval must be obtained from the IRS for 8027 filings and from the Social Security Administration (SSA) for W-2 filings. This "prior approval" process insures that an employer's computer information is compatible with IRS and SSA systems.

Employers would do well to file these prior approval forms early because early filers can benefit from the "testing periods" being offered by both SSA and IRS between October 1 and December 1, 1987, to help employers iron out any wrinkles in their filing systems.

Employers whose operations are not computerized or whose computers do not have the capability of complying with the magnetic media requirements may seek an exemption. Forms for exemptions and prior approval may be obtained from the Martinsburg, West Virginia, location and from local SSA offices.

—Jay Morris and Denise Roach

New Tax Law TIP

To help you understand the new tax law, the IRS has two new publications. **Publication 920** explains changes affecting individuals and **Publication 921** explains changes affecting businesses. Both are free. Ask for one at any IRS office or call the IRS Tax Forms number in your phone book.

TAX TIP
A Public Service of the IRS

C·A·T·F·I·S·H

by Dorothy Dee

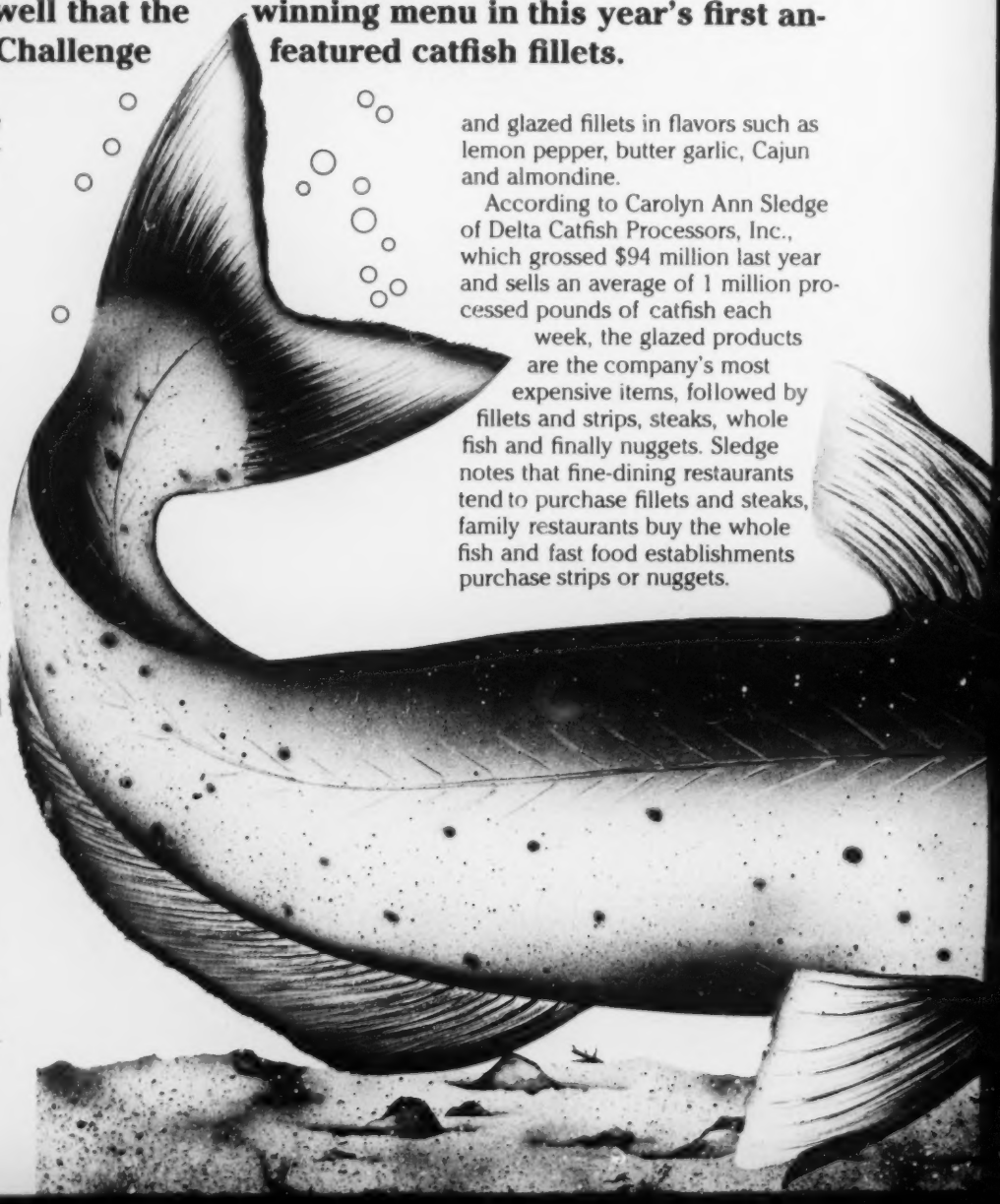
Once one of the best kept secrets of the South, catfish is jumping out of the ponds and into the pans of restaurants across the country. Known for its pale body, catlike teeth and whisker-like barbels, this ugly duckling of the waters is a customer pleaser on menus at all types of restaurants. While catfish is primarily breaded and deep-fried in fast food and family restaurants, fine-dining establishments praise the species for its versatility and are dressing "the cat" with ingredients as varied as pecan, bran and pine nut coatings; ginger with citrus fruits; and even jalapeno peppers. In fact, the new combinations are working so well that the winning menu in this year's first annual American Seafood Challenge featured catfish fillets.

Chefs across the nation are praising catfish for its versatility, virtual indestructibility, good price value, and, what may be more important to the restaurateur, stable supply.

Catfish can be fried, grilled, sauteed, broiled, blackened and even barbecued. It can be used as an appetizer or an entree, in soup or in a stew. Leftovers can be tossed with pasta or used in salads. Farm-raised catfish is sold without bones and lacks a fishy odor when cooked. Because the sophisticated farm-raised catfish industry is not dependent on the weather, the fish is available in plentiful supply. Catfish is low in calories, cholesterol and fat and high in protein. The variety known as "Mississippi Prime" is said to contain some Omega-3 fatty acids—polyunsaturated fatty acids credited with reducing blood clotting and blood cholesterol and lowering blood triglycerides.

Farm-raised catfish are available from processors year-round and are fresh, packed on ice or frozen. They are typically sold to restaurants dressed, cut into steaks, fillets or strips—finger-sized pieces cut from fillets—or shaped into nuggets. Some processors offer a line of seasoned and glazed fillets in flavors such as lemon pepper, butter garlic, Cajun and almondine.

According to Carolyn Ann Sledge of Delta Catfish Processors, Inc., which grossed $94 million last year and sells an average of 1 million processed pounds of catfish each week, the glazed products are the company's most expensive items, followed by fillets and strips, steaks, whole fish and finally nuggets. Sledge notes that fine-dining restaurants tend to purchase fillets and steaks, family restaurants buy the whole fish and fast food establishments purchase strips or nuggets.



Dorothy Dee is a freelance writer in Bethesda, Maryland

The catfish industry: No longer a "gentleman's pastime"

The catfish industry began as an experiment in supplemental income less than two decades ago when Mississippi Delta farmers sought a profitable sideline to cotton, soybean and rice farming. Since then, catfish farming has become one of the most successful domestication programs ever attempted. Today the farm-raised catfish industry processes approximately 212 million pounds of fish each year—up from only 5.7 million pounds in 1970, and it grosses in excess of $300 million. Further attesting to the former scavenger fish's growing popularity is The Catfish Institute (TCI) in Belzoni, Mississippi, a newly created trade association.

The transformation of the catfish has been helped along by the science of aquaculture. Instead of scavenging along the bottoms of muddy rivers, the majority of catfish in this country are "farm-raised"—grown in man-made, freshwater ponds. They are fed a carefully constructed diet of natural grains and proteins, aimed at producing a product with a mild, sweet flavor. (Wild catfish, which feed along the bottoms of rivers, are characterized by a strong, gamey flavor.)

Fifteen states produce farm-raised catfish, but the industry is centered in the Mississippi Delta region, with 80 percent of total U.S. catfish production produced by Mississippi, which has 86,000 acres of catfish ponds.

The process of farming begins with the careful selection of a brood stock. This stock remains in production an average of 12 years, producing 3,000 to 4,000 eggs per pound of body weight within that time. Once fertilized, the eggs of the brood fish stay in controlled hatchery tanks for seven days. At harvest, the catfish, now an average of 18 months old and 1 to 1.5 pounds in weight, are netted, placed in specially designed carrier tanks and transported to processing plants where they are kept alive up to the minute of processing.

However, not every catfish that finds its way onto a restaurant platter is farm-grown. According to the National Fisheries Institute in Washington, DC, approximately 30 to 40 million pounds of wild catfish were raised in the United States in 1986, and approximately 8 million pounds of wild catfish fillets will be imported into the United States in 1987 from countries like Brazil and Thailand.

Most catfish continues to be sold to a 10-state area in the South. Texas is the main catfish-consuming state, with each Texan putting away an average of 1.46 pounds each year. Other primary catfish-consuming states are Arkansas, Louisiana, Mississippi, Alabama, Missouri, Illinois, Kansas, Oklahoma and Tennessee.

But consumer awareness of catfish is spreading fast. Large chains such as Long John Silver's, Inc., Bob Evans Farms Restaurants and Red Lobster Restaurants, serve catfish with success in areas well beyond the South, including some Midwest and Middle Atlantic states.

According to The Catfish Institute, the greatest increasing demand for catfish is in the Pacific region (California, Oregon and Washington) with most of the growth centered in California. Last year California was the fifth largest consuming state with more than 6 million pounds of product sold.

Many spices go well with farm-raised catfish, including pepper, basil, bay leaf, curry, dill, garlic, ginger, marjoram, mustard, onion, oregano, paprika, parsley, rosemary, tarragon and thyme as well as lemon and lime juice, vinegar and wine.

In the kitchens

□ Pesca, a 100-seat seafood restaurant in Manhattan's Flat Iron District, where the typical check for two is $50 to $75 for dinner and $30 to $40 for lunch, has been serving catfish for four years. According to Skip Dillon, one of the establishment's chefs, Pesca placed catfish on the menu in an attempt to move away from sole and because distributor samples proved tasty and different from the river fish Dillon remembered from his youth. "We thought when we started to get samples that the texture was very desirable," Dillon says. "It has an interesting, rich and complex flavor, yet it looks like sole when you cut it up in fillets."

Dillon has used catfish in stews and terrines. He has also served it as fritters and Portuguese-style with vermouth, citrus and lime. "Its most attractive asset is its versatility," says Dillon. "Catfish lends itself to different treatments and sauces—to Cajun, Creole or even a New England treatment."

But, Dillon warns, "Catfish needs a light touch. You must consider the sweetness and delicacy of the flesh. It cooks quickly. It doesn't have the oil content of salmon."

□ The menu of Dallas' newly opened Actuelle, an 86-seat restaurant located in the Quadrangle in Oak Lawn, the city's equivalent of Beverly Hills, often features farm-raised catfish. In fact, chef and co-owner Victor Gielisse recently competed in the first annual American Seafood Challenge in Charleston, South Carolina, and snatched the title of America's Seafood Chef of 1987 from chefs representing 26 competing states. Gielisse,

Nutritional Comparisons*

	Baked catfish	Roast chicken breast	Broiled beef sirloin	Roast pork loin
Calories	146 kcal	170	215	240
Protein	22 gm	31	30	28
Cholesterol	65 mg	85	90	90
Omega-3	.7 mg	0	0	0

**Approximate nutrient content for 3.5 oz. cooked serving*
Source: The Catfish Institute

a member of the 1984 U.S. Culinary Team, dazzled the judges with *Sauteed Catfish Actuelle*, sauteed catfish fillets served with gingered black beans, red pepper cream, tomatillo relish and sesame roast asparagus.

"For some reason," Gielisse says, "catfish has been a hidden secret of the South. But the idea that it always has to be served fried is totally wrong." Gielisse, who believes that a good chef uses his knowledge and skills to offer familiar foods in unfamiliar ways, pleases Actuelle's clientele by serving catfish in a host of ways, including a pecan, bran and pine nut crust. Gielisse applauds catfish for its versatility and virtual indestructible quality. "It is a good product to work with," he says.

□ Chef Kazuto Matsusaka, executive chef at Chinois on Main, Wolfgang Puck's Chinese eatery in Santa Monica, California, couldn't agree more. The restaurant's *Sizzling Catfish* has become a signature item. *Sizzling Catfish* is deep-fried and presented whole with several ginger slices wedged into slits on both sides, sprinkled with salt, pepper and a little cornstarch. Some 30 to 40 of the entrees are sold each day.

"At the beginning everybody stayed away from it," admits Matsusaka. "They were scared when they saw the whole catfish—head, tail and everything. But once they started eating it, they said, 'This is so good.' People don't understand why you cook the whole fish, but it tastes so much better (than the fillet version)." Matsusaka buys farm-raised catfish from a supplier in northern California about 150 miles from Los Angeles.

□ Not all fine-dining establishments prefer the farm-raised catfish to the wild variety. Marvin Paige, president and owner of Manhattan's Claire Restaurant and Hamburger Harry's, prefers the gamey flavor of the river fish. Paige, who buys all of his fish from the Fulton Fish Market in New York City, purchases the wild variety when in season and serves it with cornmeal breading and jalapeno pepper sauce.

Familiar fare at fast food and family restaurants

Fast food and family restaurants are also having good luck marketing catfish. According to Public Relations Associate Tom Rodenhauser, catfish is a good seller for Bob Evans Farms Restaurants, especially in the company's heartland markets of Ohio, Indiana and Michigan. One of the first companies to bring the product out of the South, the company added catfish to the menu because it fit in with Bob Evans Farms Restaurants' image of traditional down-home cooking.

"We were looking to expand lunch and dinner," Rodenhauser says. "We didn't have a fish item on our menu. It was a unique, quality item and something we needed on our menu. Farm-raised catfish fit in with our

SAUTEED CATFISH ACTUELLE

Winning recipe, American Seafood Challenge

Serves 4

Ingredients:
4 (5 oz.) catfish fillets (cleaned and skinned)
2 cups black beans (soaked)
1 lb. fresh green asparagus
1 Tbsp. roasted sesame seeds
2 Tbsp. sesame oil
3 Tbsp. red bell pepper (diced)
3 Tbsp. yellow bell pepper (diced)
2 Tbsp. hickory bacon (diced)
1 Tbsp. shallots
1 tspn. freshly ground ginger
1/2 Tbsp. garlic (chopped)
1 Tbsp. cilantro (chopped)
2 Tbsp. olive oil
Salt and pepper

Method:

Soak beans for 1 1/2 hours. Cook until done but firm. Drain and rinse. Place olive oil in skillet; saute garlic, shallots, bacon and ginger. Add red and green diced peppers and season with cilantro, salt and pepper. Keep warm.

Clean asparagus, rinse and wash. Blanch in salted water for 5 minutes. Remove and shock in cold ice bath for one minute; drain and cut on a bias. Saute in a little olive oil and season with salt, pepper and sesame seeds.

Season catfish with a little salt, pepper, lemon juice and Worcestershire sauce. Rub small amount of shallots and garlic on fillets, dust with flour and saute each fillet in sesame oil until golden brown.

Serve with gingered black beans, sesame asparagus, red pepper cream and tomatillo relish.

—Victor A.A. Gielisse, CEC, Actuelle

RED PEPPER CREAM

Ingredients:
3 oz. unsalted butter
4 Tbsp. white wine vinegar
5 Tbsp. white wine
3 Tbsp. heavy whipping cream
1 tspn. shallots
1 clove red pepper puree
1 tspn. olive oil

Method:

Sweat shallots in olive oil. Add white wine vinegar, white wine and cream. Bring to a rapid boil. Add red pepper puree. Simmer 5 minutes.

Remove from heat. Put in blender or food processor and blend with "pulse" motion about 10 to 15 seconds. Strain through fine sieve. Season with salt and pepper. Bring to a boil again.

Remove from heat and whisk in unsalted butter. Keep warm until needed.

TOMATILLO RELISH

Ingredients:
3 tomatillos, cleaned
2 tomatoes, large, peeled, seeded, diced
1 Tbsp. fresh tarragon, chopped
1 Tbsp. shallots, chopped
2 cloves garlic, minced
1 tspn. butter
1 tspn. cognac

Method:

In saute pan, melt butter and sweat garlic and shallots until glossy. Add tomatillo and tomato and saute for 5 minutes. Add cognac, tarragon and salt and pepper. Simmer for 8 minutes over low heat.

CATFISH CARIBBEAN

Serves 4

Ingredients:
2 Tbsp. butter
1/4 cup chopped green pepper
4 Tbsp. chopped onion
1/4 cup chopped toasted almonds
1/2 cup fresh bread crumbs
1/4 tspn. oregano
4 Tbsp. fresh lime juice
1 Tbsp. chopped coriander (or chopped parsley)
1/2 tspn. salt
4 farm-raised catfish fillets
2 cups water
2 cloves garlic, crushed
1 bay leaf
1 tspn. red pepper flakes
Lime peel

Method:
Melt butter in skillet. Add green pepper and 2 tablespoons onion. Saute until onion is transparent. Add almonds, bread crumbs, oregano, 1 tablespoon lime juice, coriander and salt; mix well. Spoon filling down center of each catfish fillet. Roll up and secure with toothpicks.

In shallow baking pan, combine remaining 2 tablespoons onion, water, garlic, bay leaf, red pepper flakes and remaining 3 tablespoons lime juice. Place catfish in pan.

Bake at 400°F oven for 30 to 35 minutes, basting occasionally until catfish flakes easily. Remove catfish to serving platter. Garnish with strips of lime peel.

—The Catfish Institute

PASTA WITH CATFISH AND ARTICHOKES*

Serves 8

Ingredients:
2 farm-raised catfish fillets
3 Tbsp. butter
1 cup sliced artichoke hearts
1 red pepper, cut into julienne strips
1 carrot, cut into julienne strips
1 zucchini, cut into julienne strips
2/3 cup heavy cream**
1/4 lb.angel hair pasta or vermicelli
1/2 cup grated parmesan cheese
1/4 tspn. ground nutmeg

Method:
Cut catfish in half crosswise and slice into thin strips. Saute catfish in melted butter; add artichokes, red pepper, carrot strips and zucchini. Cook until tender. Stir in heavy cream, keep warm.

Cook pasta according to package directions, drain. Toss well with cream mixture and cheese. Sprinkle with nutmeg. Serve immediately.

** Less than 300 calories per serving*
***For light cuisine, substitute 2/3 cup lowfat milk.*

—The Catfish Institute

farm image." The company currently sells catfish as a sandwich and as the main ingredient in a dinner platter.

Catfish is also a good seller at some hotels. In fact, when the Hyatt Regency on Capitol Hill in Washington, DC, removed catfish from the menu for a brief period some years back, customers complained to the management.

Catfish is currently served at lunch in the Hyatt's 260-seat Park Promenade restaurant as an entree known as *You Don't Have To Call Me Charlie.* The dish features cut catfish strips dusted with spiced flour, fried and served in a tortilla shell with tomato chutney, cornbread muffins and steak fries. The Park Promenade's catfish is a good seller, hooking an average of 30 buyers each day.

When Long John Silver's, Inc., a limited menu seafood restaurant chain owned by Jerrico, Inc. in Lexington, Kentucky, introduced catfish on its menu, management thought it would be a good regional item in certain parts of the country. Known for its batter-fried fish, Long John Silver's buys frozen whole fillets with a special breading. They sell deep-fried catfish fillets with french fries, hush puppies and cole slaw.

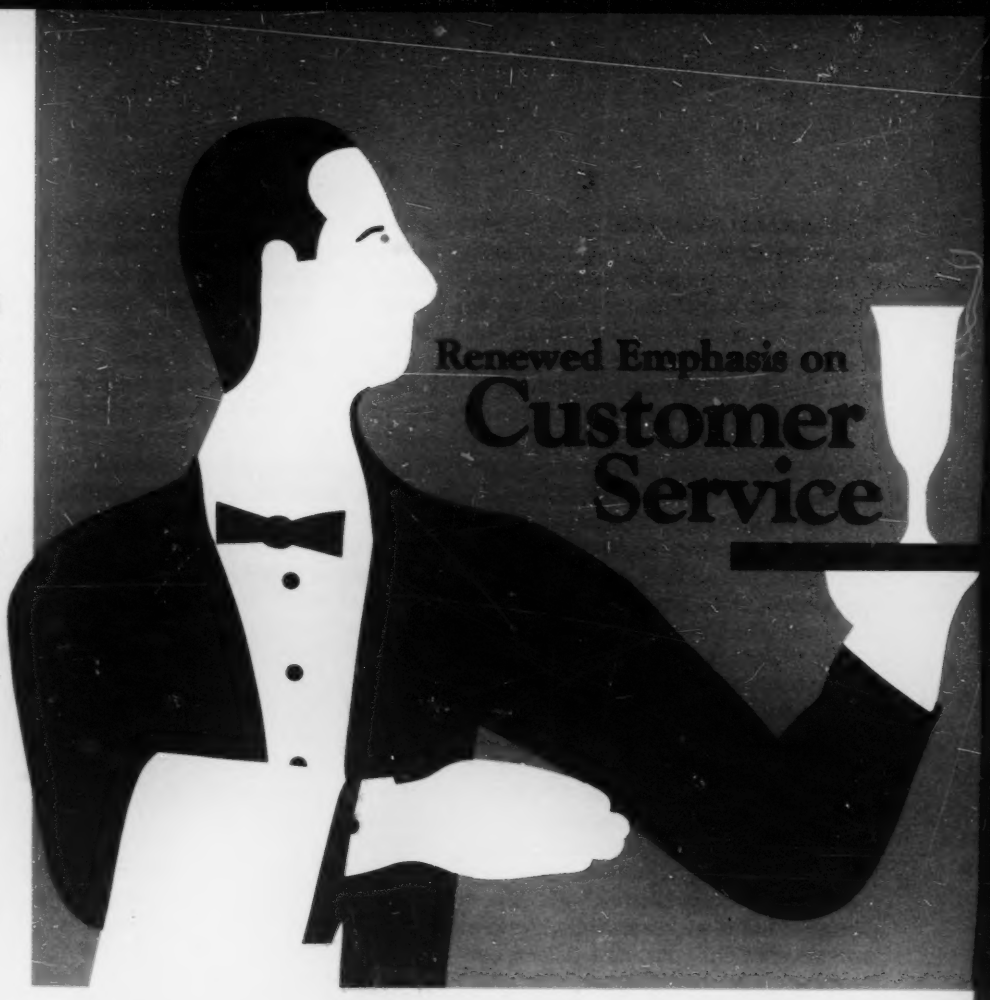
Originally introduced in the South, catfish is now a menu item in about 1,300 of the company's 1,400 units and was recently introduced in some parts of Pennsylvania and in the company's region 4, which includes Kansas City, Missouri, and some parts of Kansas, Nebraska, Iowa and Colorado. Senior Executive Vice President and Chief Operating Officer Ted Papit says, "Catfish is a good seller with media support. We think it has helped some of our frequency by giving the customer something else to choose."

Red Lobster Restaurants, a large fullservice seafood dinnerhouse chain owned by General Mills Restaurants, Inc. in Orlando, Florida, operates in 35 states and grossed $975 million in 1986. Spokesman Dick Monroe estimates that catfish is in nearly 75 percent of the chain's 365 units. "Catfish has three things going for it—supply, quality and value," Monroe says. "With catfish there is continuity of supply. Catfish is one of the few seafood species that producers do not still hunt. Some of the other species are equally good, but you are at the mercy of the weather and migration of the species. Because of the aquaculture effort, the pricing of catfish remains relatively constant and a good value. When the fish are pulled out of the ponds, they are processed almost immediately, producing a high-quality product."

In fact, at Catfish Stations of America, which operates four fast food operations in Memphis, Tennessee, management often remarks that the product they buy frozen from Mississippi is "12 minutes from swimming." President Charles Parnell says the company, in operation since 1985, sells catfish whole or in strips and uses a total of 1,200 to 1,500 pounds of dressed catfish a week. "The industry has just scratched the surface," Parnell says. "Eventually catfish is going to do well everywhere. We have good interest from potential franchisees in areas like Wisconsin and Michigan."

And the 40-unit Catfish King Chain, operated by Great American Foods Corp. of Ore City, Texas, expects to expand into the Midwest by the end of the year. President Mike Jenkins says his units, now available for franchising, gross $1 million annually, and 95 percent of food sales are fried catfish.

Still, despite the success of catfish at fine-dining establishments and fast food and family restaurants, the National Fisheries Institute estimates that per capita consumption of catfish is about 0.5 pounds compared with 2.2 pounds for shrimp and 1.8 pounds for cod. The annual per person consumption for all fish and seafood is 14.5 pounds. Actuelle's Gielisse suggests that consumers "need a bit of re-education with regard to the product. The public has to get over the feeling that catfish is a poor man's fish." ❑



Renewed Emphasis on Customer Service

Like a fine perfume, good service is subtle but effective. It elicits compliments. It sets the tone for a special evening. Whether it is the sincere greeting, the extra utensil supplied at the right moment or the careful explanation of a menu item, good service prompts repeat business—and the verbal recommendation that brings in new customers.

Unlike perfume, however, good service can't be purchased in a bottle. It is hard to find and even more difficult to define. Certainly, it involves efficiency in presenting the menu, taking the order, serving the food or offering a heartfelt invitation to return. But that's not all. Good service might be described as "efficiency plus."

Unfortunately, in the 1980s outstanding service has become the exception rather than the rule. A drop in the number of qualified job applicants and a rise in customer expectations are two factors that have resulted in a service crisis throughout the service industries. (See ***Restaurants USA***, March 1986.)

But restaurants, associations and companies involved with the foodservice industry are taking steps to respond to this challenge. Through new technology, training and recognition programs, a renewed emphasis is being placed on service excellence. Operators at chains and independents, from fast food to fine dining, are realizing that superior service is the intangible that can provide an edge on the competition.

Efficiency through new technology

Getting the food to the customer with speed and efficiency has always been an important aspect of good service, especially in the fast food and home-delivery sectors. To dramatize their service, many midscale and fast food restaurants are offering express lunches and one, five or seven-minute breakfasts.

In addition, double drive-thru windows and drive-thru-only kiosks are becoming more common throughout the country. Even companies traditionally known for their counter-service, such as the 1,400-unit Dunkin' Donuts of America, Inc., are combining a number of speed-oriented challenges. The Braintree, Massachusetts-based doughnut company recently instituted express service and remote seating and is installing drive-thru windows wherever local ordinances and codes permit.

Other specialized technology and equipment designed to improve service is also progressing rapidly. Remote headsets and cash registers connected by a modem to kitchen computer screens, which seemed so innovative just a short time ago, are now old news. A more recent innovation is a time-saving credit card system from the Celerex Corporation of Seattle, Washington. According to the company's president, Thomas Kegley, Celerex now offers a system that accepts major credit cards in less than 5 seconds, without requiring the customer's signature. The system deposits the merchant's money in his or her account on the next day.

Foodservice still a "high-touch" industry

Regardless of how many high-tech innovations are absorbed into the industry, however, foodservice will always remain a "high-touch" business. A customer's first contact with an employee often leaves the patron with a lasting impression about the restaurant. To help employees in their initial contacts, several operators are giving their workers the responsibility to make their own decisions when they receive complaints or unusual requests.

"The moment of truth is at the initial level of employee contact, not up in my office," says John Dixon, general manager of the J.W. Marriott Hotel in Washington, DC. Marriott's training is therefore geared toward "empowering the employee," so workers can use their own common sense to handle unexpected situations that require quick decisions.

Phil Bressler, national director of franchise concerns for the 4,401-unit Domino's Pizza company and also a Baltimore, Maryland, franchisee, considers it essential that his delivery people are able to make their own on-the-spot decisions. "We give them total autonomy when they get to a customer's door with a pizza," says Bressler. If the customer complains, the driver can decide then and there how best to please the customer.

Customer service specialists

In addition to more autonomy, operators in every segment are taking steps to recognize the contributions of their workers. Even on the fast food level, managers are taking their eyes off the stopwatch long enough to check that their employees are smiling. Carabo, Inc., a 20-unit Bojangles franchisee in South Carolina, has recently been rewarding its most hospitable workers and holding them up as an example to less experienced staff. In its "Customer Service Specialist (CSS)" program, geared mainly toward Bojangles' cashiers, employees with exceptional customer contact skills are singled out. The first step is a recommendation by a manager or supervisor. Next comes a CSS test. If the employee passes, he or she is awarded a special CSS nametag, uniform and letter of congratulations from the company president. And there is peer recognition as well. "Everyone in the store knows that these workers are CSS's," says advertising coordinator Elizabeth Cotter.

Not only has Carabo taken steps to build morale in traditional jobs, it has also created new ones. Hostesses are a rarity at fast food outlets, but not at Carabo's Bojangles. The chain has been hiring senior citizens to serve as hostesses in its dining rooms. These hostesses greet customers at the door, seat customers, fill drinks and carry on conversations when appropriate. One of the star hostesses is 71-year-old Lillian Dickerson who was recently honored with a special appreciation day.

Domino's Pizza, too, has taken steps to recognize workers who consistently provide good service—even if the service is a discount that costs the company money. Bressler, the franchise director, works hard to drive home the philosophy that the customer comes before the bottom line. He has been known to randomly pull aside workers and quiz them on discount policies. Those who have been honestly rewarding discounts, even when the customer did not expect one, are often given an on-the-spot cash bonus.

Bressler also encourages his workers to submit essays about their best efforts to provide superior service. Later, at staff meetings, the workers with the winning stories are awarded cash prizes. "We are working to build heroes out of our customers—and our workers," says Bressler.

Industrywide programs

Several industrywide programs have also been initiated with the intention of making stars out of hospitality workers. These programs are geared toward reminding workers, and the public, that foodservice employees perform a vital service and have a rewarding opportunity to interact with people each day.

The most comprehensive of these programs is the "Ours Is a Special World—America's Hospitality Industry" campaign. This ongoing campaign, launched early in 1987 by the National Restaurant Association and 14 other national associations, is the largest cooperative effort ever undertaken by the nation's service segment. "Ours Is a Special World" is aimed at raising the self-esteem of America's hospitality workers. Ideally, as a result

Recipe for perfect waiter wins contest

Although no chefs will ever use it, Anne Tylar's new recipe is still a winner. Her unusual recipe is not for the perfect entree, but the perfect waiter.

Tylar is the winner of the "Year of the Waiter" essay competition, sponsored by the Society for American Cuisine. Her unconventional essay approach won her a coast-to-coast culinary tour for two of the United States. In February she will visit some of the finest restaurants and hotels in San Francisco; Santa Fe; Dallas; St. Louis; Chicago; Washington, DC; and New York City.

Tylar's recipe for the perfect waiter included "two parts Walter Cronkite to one part Mae West, carefully blended with a cup of Mikhail Baryshnikov and a liberal sprinkling of Mother Theresa."

"I think it is really great of the society to take the time to recognize waiters," says Tylar, who works at the Union Square Cafe in New York City. "Because, where would the restaurant industry be without waiters?"

The essay contest is part of an effort by the society to elevate the status of servers, explains Patrick O'Connell, who is chef and co-owner of The Inn at Little Washington in Washington, Virginia, and a member of the society's board of directors.

"We hoped to open a door and listen to what waiters had to say about the dining experience. It was an educational vehicle for the waiters, restaurant industry and customers," O'Connell says.

The society plans to publish excerpts from many of the 210 entries in a book about restaurant service. "So many of the entries were so good. It would be a shame if the public did not have access to them," he adds.

According to O'Connell, many of the essays were as unconventional as Tylar's. There were many poems, a fictional telephone conversation between two restaurant critics and one script for a video.

The top nine essayists received expense-paid trips to the Symposium on American Cuisine, which was held in Charleston, South Carolina, from September 13 to 16. At one point during the symposium, the top four finishers were allowed to read their essays. "It was all very exciting. I learned a great deal about American cuisine and where it is going," says Lorel Nazzaro, who finished second in the competition with Celeste Fraser, a waiter at Savory's in Ann Arbor, Michigan, and David Deschamps, a waiter at Restaurant Jasper in Boston.

Nazzaro's essay was an account of an evening at the restaurant where she works, Twenty-Two Lincoln Restaurant in Brunswick, Maine. "What I was trying to portray in the essay was the variety of clientele at the restaurant and, that as a waiter, I always need to adjust to the needs of the customer."

—Tom McKeon

of the campaign, current workers will feel better about their jobs, and new workers will be attracted to the industry, thereby easing the labor shortage.

On another front, the Society for American Cuisine has heightened national awareness of the waiter as a foodservice professional by designating 1987 as the "Year of the Waiter." Patrick O'Connell, chef/co-owner of the Inn at Little Washington, Virginia, and chairman of the campaign, believes that the public's recognition of waiters as literate, well-spoken and ambitious professionals will lead to a corresponding improvement in the service provided by these men and women. As part of the "Year of the Waiter," the society sponsored an essay contest to uncover what makes a waiter great. Nine winners were chosen from a pool of 210 entrants (see sidebar).

The American Express Company is doing its part as well to raise the self-image of restaurant servers. This summer it established its Special Award for Service Excellence to recognize outstanding employees in establishments that accept the American Express credit card. This fall, the company awarded cash, vacation prizes and dining gift certificates to winners and special lapel pins to all employees identified for the award.

Service training

Many restaurants are introducing well-planned programs to improve service in their operations. The National Restaurant Association's Hospitality Project, for instance, is once again in wide use. Designed originally as a seminar offered by association instructors, the Hospitality Project was recently restructured into a do-it-yourself formula for use in individual establishments.

The project involves setting up standards of good service that can be easily taught and maintained. It includes a step-by-step training guide, an employee workbook and two slide/audiovisual presentations. By using these materials to define standards and then reinforce performance that meets the standards, operators across the country have raised the level of service in their restaurants.

Other restaurants are developing individualized programs to improve service. At the J.W. Marriott Hotel in Washington, DC, a professional actor has been hired to teach acting techniques to hotel employees. The intention, says hotel general manager John Dixon, is to make the employees more courteous, poised and hospitable to guests.

Tom Lane, a 15-year stage veteran with a background in training, is teaching employees the importance of interacting more sensitively with guests. "Instead of saying to a customer, 'There's nothing I can do about it,'" says Dixon, "Tom teaches the employees to say, 'There must be something we can do.' The relationship then changes from adversarial to participatory." Lane, who is Marriott's manager of training and development for hotels and resorts, offers regular workshops. A recent one on "Power Listening" taught Marriott employees to read a guest's mood and frame of mind and then respond in a suitable and correct fashion.

A management psychologist, not an actor, was called to the Geja's Restaurant in Chicago to unify the goals and efforts of the restaurant's service staff. With the help of the psychologist, a management program called "Gearing for Excellence" was developed.

John Davis, Geja's owner, initiated the program, he says, because "Everyone is essentially looking for excellence, but they don't know how to go about achieving it." Although it is still in its early stages, Davis is optimistic about the program which encourages managers to see beyond personality differences to the common goals they have in relating to customers, servers and other managers.

Other companies, such as New York City's Restaurant Associates, Inc., are appointing training supervisors and instituting training geared toward specific ends. For example, to promote the company's crabhouse concept, the staff is receiving special training that familiarizes them with crab-eating techniques and helps them teach these techniques to customers.

Driving home the point

To maintain standardized, consistent good service, many operations hold weekly and sometimes daily staff meetings. At Enzo's in San Francisco, staff menu tastings, particularly of specials, play an important role in server preparation. "When the waitstaff has information to share with customers about menu items," says owner Rich D'Allesandro, "their interaction is bound to improve."

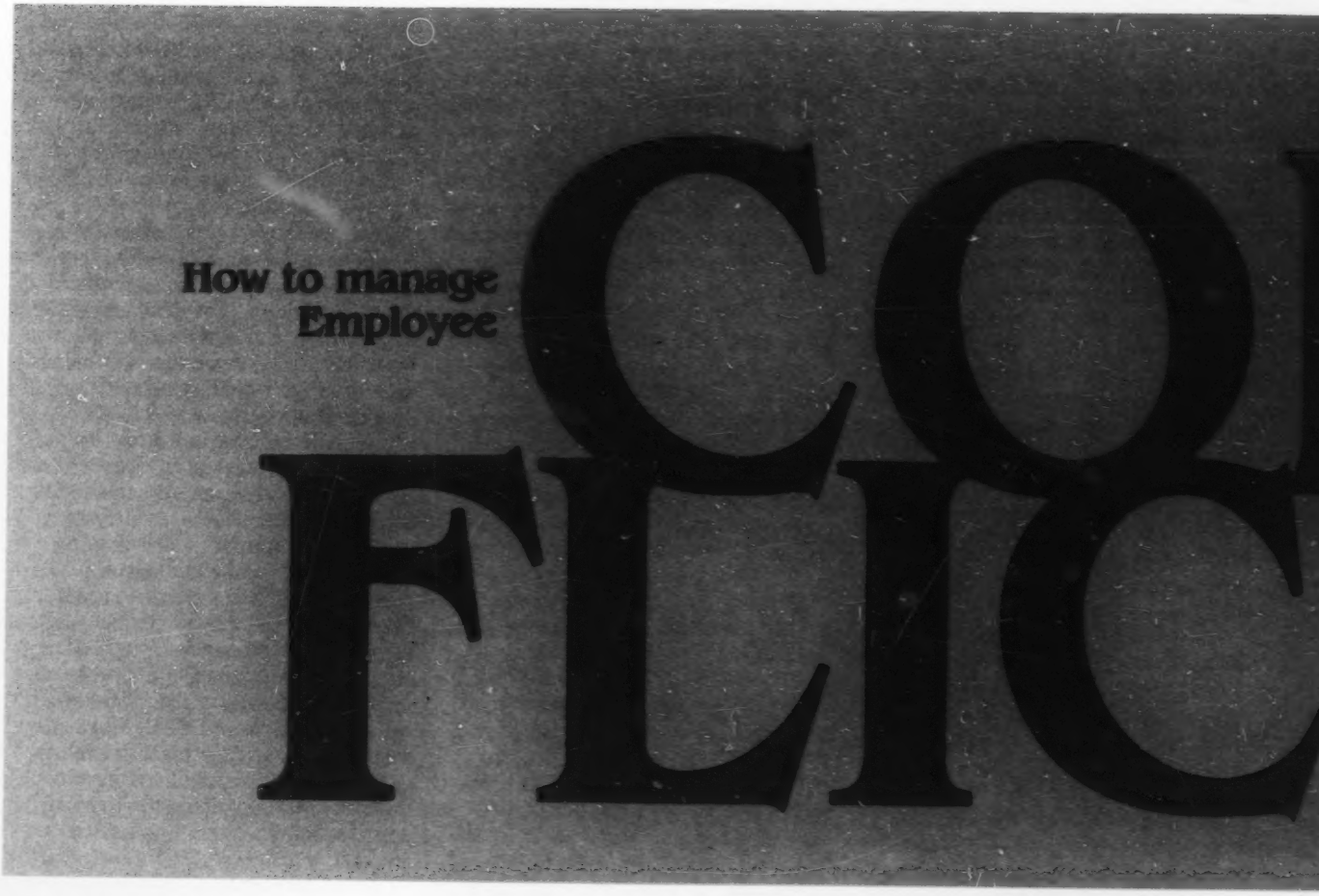
Other operators, such as Joanna Filomena of Filomena's, still rely on one of the most effective methods of server inspiration—the floor presence of the owner and manager. At her Washington, DC, restaurant, Filomena spends as much time as possible on the floor to observe servers and gauge customer reactions.

Other time-tested techniques for customer input are still very much in use. Each month Domino's Bressler reads, and acts upon, 1,600 customer survey cards, and he occasionally brings patrons into the store to participate on Domino's "Customer Advisory Board." Customers on the board discuss the quality of food and service and then return in 10 weeks to see if service has improved. "Businesses that keep their promises to the customer are the exception," says Bressler. "And if you are the exception, you'll get a giant share of the market."

The Chicago-based Levy Organization, which operates 31 different concepts, also solicits input from individuals outside the company. The organization utilizes a "shopper program" to evaluate constantly every aspect of its operations, especially its service. In the shopper program, "mystery shoppers" visit Levy restaurants and fill out reports on everything from the hostess' greeting to the menu presentation and food quality. The reports are circulated first to the regional director of operations and then down through the ranks.

The shopper program, says marketing representative Susan Regal, is an effective reminder to all employees. The Levy Organization uses these reports not only to correct problems, but also to recognize employees who are doing a good job. "Employees who are recognized for a job well done are the ones most likely to provide the intangibles that keep customers coming back," says Regal. ❑

—David Slater and Kathy Smith



How to manage Employee CO FLIC

by Jeff D. Bryant

"The single most important variable in resolving employee conflict," says Tom Champoux, president of the Effectiveness Institute, in Redmond, Washington, is how the employees perceive the attitude of the on-line manager. Many restaurant owners and managers couldn't agree more. This article tells how managers can take the sting out of conflicts in their operations.

Stephen is a night manager at a busy steak and seafood restaurant. After four years in the kitchen and two years as a manager, he considers himself to be pretty adept at solving any operational problems that get in the way of the restaurant's ability to satisfy its customers and make money.

But tonight, Stephen is having the kind of Friday night he hates—the kind of night when his employees seem to "get in the way" of the restaurant's ability to achieve its goals:

□ His swamped cook has just blown up at an experienced waitress who's been telling him to remake an entree.

□ An older, experienced waiter is irked when a younger waiter wants to work a section that often yields higher tips.

□ A veteran bartender is openly complaining about a new style of bar glass and is wasting alcohol from improperly poured drinks.

Although Stephen is a hypothetical manager, there is nothing hypothetical about the types of conflicts occurring in his restaurant. Conflicts between the front of the house and the back of the house, between old and new employees, between employees and management policies and between numerous other factions of a restaurant staff are common to the work environment of restaurants.

And in every restaurant there is someone like Stephen (an owner/manager, a shift manager or even a senior employee with decisionmaking responsibilities) whose job it is to make sure that these conflicts do not interfere with the restaurant's ability to serve customers and make money.

Often the person with this on-line management responsibility uses heavy-handed supervision, tightly controlled hiring procedures or lib-

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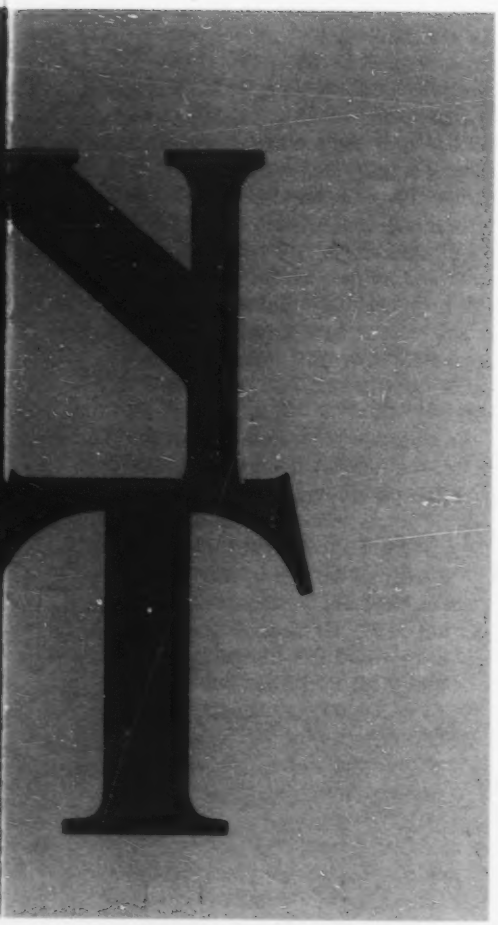


eral employee firings to resolve staff conflicts.

Tom Costello, associate professor at California Polytechnical University's (Cal Poly's) Center for Hospitality Management in San Luis Obispo, California, says "Many successful restaurateurs, managers and management consultants agree that solving conflict through autocratic methods doesn't work in the long run. What usually is more effective is for the person with the on-line management responsibilities to tone-down his or her role as decisionmaker and to steer the employee toward constructive problem-solving." In other words, managers must realize that the best way to deal with employee conflicts is to understand them, and manage them, but not to try to order, hire or fire them away.

Understanding the nature of employee conflict

According to Tom Costello, all employee conflicts go through six stages:

CONFLICT STAGE ONE

Manager's task: to locate the hidden agenda

In this stage the employee takes an "I'm-not-going-to-talk-about-it" attitude about a particular anxiety, resentment or frustration that he or she has experienced at work or at home.

Anything from a seemingly insignificant remark from a co-worker to a significant problem with drugs or alcohol can send an employee into this "hidden agenda" stage.

But what's most important to understand is that the real reason for the conflict gets buried behind an attitude that seems merely uncaring or negative. For this reason, stage 1 of an employee conflict is difficult for an on-line manager to deal with. Consequently, the person with the on-line management responsibility must be willing to dig behind the outward manifestations of a conflict and find the real causes. "You have to ask questions to find out what's really going on," advises Bill Main, owner/manager of the 260-seat Shore Bird Restaurant in Half Moon Bay, California.

Main suggests it is important to get the facts by talking to all the people involved and then documenting—in writing—the performance of each employee involved in the conflict.

Every week Main hands out "performance-related memos" that provide management and employees with written records of work-related events that occurred in the previous week. And employees document their observations by submitting suggestions to a suggestion box, by filling out employee evaluation questionnaires and by having access to an objective third party such as a part-time personnel officer or an Employee Assistance Program (EAP).

Main admits that such documentation leads to a lot of paperwork. But he believes that it's a commonsense way to record employee actions and, in turn, locate hidden agendas.

Susan Hasslocher, vice president of Frontier Enterprises in Austin, Texas, also emphasizes how important it is for an on-line manager to locate the hidden agenda in an employee conflict. "It's not always the complaining employee who is the problem," she says, "and the on-line manager has to have a sixth sense for being able to listen with ears and eyes." By concentrating on interpersonal skills, an on-line manager will be able to pick up on the tone of voice, body language and other clues that can reveal the hidden source of the conflict.

CONFLICT STAGE TWO

Manager's task: to establish an environment of trust and respect

In this stage the employee's emotions finally break through the "I'm-not-going-to-talk-about-it" attitude and are expressed, usually in anger, to a co-worker, a customer or the manager.

Sometimes the event that triggers the outburst is not directly related to the real source of the problem. Consequently, it's in this stage that the employee initiating the conflict seems to be most at odds with the restaurant's operational procedures.

However, this stage is actually an improvement over the first stage of conflict because the employee vents the emotions that interfere with listening, thinking and problemsolving.

How well the manager can help employees work through emotional conflicts depends on how well the manager treats the employees during this adversary stage.

The key to establishing this kind of trust and respect, say most managers and consultants, is the on-line manager's ability to listen, accept criticism and use discipline appropriately.

Listening becomes not only a way to discover the hidden agendas, but also the way the on-line manager proves to employees that their opinions count and their participation is important to the restaurant.

"Often," says Susan Hasslocher, "employees just need some empathy and a feeling that they belong." Listening to employees will reinforce that feeling of belonging and "convince them that the work relationship is a two-way street—employees work for management and management works for employees."

Of course, when the on-line manager decides to listen to employees, he or she is bound to hear some criticism of management policies and/or management style. It is important to depersonalize criticisms and not react defensively to such negative feedback, maintains Ted Balestreri, president of Restaurants Central in Monterey, California, and former president of the National Restaurant Association. "You have to be open when employees respond," Balestreri says, "even when they're critical. And say 'thank you.'"

Another important part of accepting criticism is being able to admit mistakes, and most restaurant managers feel it is to their advantage to do so. "When I make a mistake," says Bill Main, "I admit it. And I don't sugarcoat it either. I've built tremendous loyalties by admitting mistakes."

In addition to listening and being open to criticism, an on-line manager must use discipline discreetly to establish trust and respect when managing an employee conflict.

"Never, never, never discipline employees in front of other employees or customers," emphasizes John Meyler, owner/manager of Lox, Stock and Bagel Restaurant/Delicatessen in Greensboro, North Carolina. Rather, Meyler suggests that you get the problem employee off to the side and explain that, despite an overall good job, a problem situation needs to be addressed. Once you have made your point, you have to support the person you've hired.

CONFLICT STAGE THREE

Manager's task: to remind employees of the restaurant's goals

Usually, what follows an adversarial confrontation is an uneasy feeling of being adrift and uncertain. Employees wonder whether the disruption brought about by the conflict will ever be repaired by problemsolving. But to get the employee on the road to meaningful problemsolving, the manager has to focus the employee's attention away from the adversarial role and toward the overall objectives of the restaurant.

Dean Vial, manager of First Carolina Delicatessen, a 65-seat restaurant in Greensboro, North Carolina, emphasizes teamwork at this stage because he realizes that sometimes a lack of empathy causes employee conflicts.

"Waiting on the public," Vial explains, "isn't the same kind of pressure as reading tickets in the kitchen. Sometimes an employee loses sight of the fact that restaurant work is a group effort. And that's when the individual starts to notice discrepancies in work load and begins to feel like he or she's all alone and doing all the work." So the manager must remind the employee that the front of the house needs the back of the house, that management needs employees and that each member of the staff is dependent on the others.

Along with the emphasis on teamwork must come the recognition that each member brings various strengths and weaknesses to the team. National Restaurant Association Director Thad Eure, owner of the Angus Barn and Fat Daddy's chains in Raleigh, North Carolina, maintains that the on-line manager should consider an employee's strengths and weaknesses when resolving conflict.

Never make an employee "tough it out," Eure says. "If an employee is pushed beyond his or her limit, the manager must use substitutions or compensate in some other way. It's important to let people know that they have a safety valve and to be supportive of employees when they need it."

CONFLICT STAGE FOUR

Manager's task: to act as a moderator to help employees solve problems

This stage of conflict resolution is the beginning of meaningful problemsolving. In this stage, the employee and the manager come to an agreement about a specific course of action that will resolve the conflict. The manager doesn't dictate a solution, however. He or she acts as a moderator who sees that the employees arrive at a workable solution themselves.

Many managers, such as Danny Meyer, owner/manager of the 120-seat Union Square Cafe, New York City, use staff meetings to make sure that the staff has plenty of opportunity to discuss employee conflicts and resolve them. Meyer requires his kitchen staff and waiters to eat together after lunch and before dinner. He insists on daily shift meetings, and, for particularly difficult conflicts, he will "sit the two conflicting employees down with a bottle of wine and let them work it out on their own."

Another way that an on-line manager can act as an effective moderator is to employ what Tom Costello calls a "visualization technique." "People can't always visualize what is a good way to behave in a conflict," Costello explains. So the on-line manager needs to "let people explain how they would like things to have gone (and) let all parties describe how they would have liked everyone to resolve the conflict."

By allowing the employee to "visualize" a resolution, the on-line manager helps the employee "create performance expectations." "Then," Costello explains, "people learn by understanding the contrast between their actions and other people's expectations."

CONFLICT STAGE FIVE

Manager's task: to make sure employees adhere to conflict resolutions

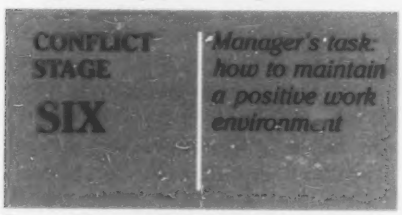
This is another critical juncture for the on-line manager because he or she has to make sure the employee follows through, or has the opportunity to follow through, with the suggestions adopted in stage 4.

Too often, Costello notes, employees won't stick with a course of action or won't get the cooperation necessary from other employees. If this is the case and the suggested course of action fails, then the employee becomes frustrated or resentful and perhaps returns to stage 1. If the employee succeeds, then the conflict resolves itself.

Bill Main believes that confrontation is the most important way for the

on-line manager to ensure that an employee adheres to agreed-upon policies. "That confrontation," Main says, "has to be approached as something normal and healthy. It has to treat employees as human beings—and that's where we as managers and owners earn our paychecks."

Main also suggests that managers use documentation—a written record of the solutions to a conflict—to support any confrontations over policy. "When managers have a written record of their expectations," Main says, they avoid the 'nobody-told-me syndrome' and clear up any lack of communication with respect to policy." Main reaffirms management positions with an in-house newsletter that is included with each paycheck. And he provides his staff with a confidential Employee Assistance Program to "document" an employee's determination to resolve a conflict brought on by personal problems.



By working together, the manager and the employee can return to a positive work environment, and the manager can take preventive measures to reduce the chances of the conflict reoccurring.

Most restaurateurs and consultants agree that openness, recognition and flexibility will help reduce the potential for conflict. For example, Susan Hasslocher believes that the bottom line to achieving a positive work environment is to "discuss company objectives, but also to encourage each employee to discuss his or her own concept of the job and give each employee as much authority and flexibility as possible."

Leon Gottlieb, president of Gottlieb & Associates, Tarzana, California, adds that an effective on-line manager needs to question employees about themselves, the menu and the restaurant's customers. These questions should venture into areas of weakness—such as unpopular items on the menu.

Gottlieb also recommends that a manager create more openness in the staff by becoming more personally involved with employees' lives. "Send flowers on special occasions and make new foods for the staff so they aren't getting the same old thing at work," he urges.

Complimenting employees is another effective way to create a more positive work environment. "Verbal acknowledgment," says John Meyler, "is as or more important than pay raises. But only compliment jobs that are well done. And try to give group acknowledgement so that one person is not always singled out."

Also, many restaurant managers believe that increasing a staff's flexibility will produce a more positive and open work environment. For instance, National Restaurant Association Director Michael Hurst, owner/manager of the 260-seat 15th St. Fisheries, Ft. Lauderdale, Florida, builds flexibility into his staff by using:

- flexible work schedules,
- flexible work assignments and
- an "expediter" to take care of the communication between the kitchen and dining room.

Flexible work schedules, Hurst believes, allow an employee to work a schedule that combines day shifts, night shifts and swing shifts in between. "This helps personnel understand the problems inherent in each shift," Hurst says, "and the work schedule isn't so rigid that employees can't find time for personal pleasures."

Flexible work assignments allow cooks to learn to tend bar and wait tables, busboys and food-runners to get cooking experience on slow nights, and waiters and cooks to learn the duties of the assistant manager and the expediter. "This flexibility," Hurst says, "creates empathy between workers because they experience the pressures of each position." And this empathy, in turn, helps to reduce conflict.

"And the common conflict between the cooks and the servers is avoided by using an expediter," Hurst claims. The expediter is an experienced employee who understands the problems encountered in the kitchen and in the dining room. And he or she shuttles in between the front of the house and the back of the house to take care of the most immediate problems—whether it's a backup in the chain of food production or a momentary crisis with a customer in the dining room.

Plus, the expediter takes care of all communication between the cooks and the waitstaff. "If the cooks have a problem with an order," Hurst explains, "they ask the expediter. The expediter gets the rationale from the server and communicates it back to the cooks."

Building this kind of flexibility into his staff helps Hurst serve, on a busy Saturday night, more than 900 dinners with only three cooks, an expediter and an efficient waitstaff.

Upper management's commitment

Most restaurant management experts are quick to point out that the on-line manager needs exceptional interpersonal skills to build staff relationships that don't rely on conflict to solve problems. The only way to obtain such skills is through training—training that concentrates on interpersonal skills rather than on operational procedures.

According to Tom Champoux, president of the Effectiveness Institute, "80 to 85 percent of training goes into teaching technical skills. Yet 90 percent of managers say that the problems they face aren't usually technical in nature. This fact seems to escape most upper management," Champoux adds, "who usually say, 'We can't afford to train managers in interpersonal skills.' But, I say, 'you can't afford not to.'"

Successful restaurateurs such as Susan Hasslocher couldn't agree more. Hasslocher believes "training is the key." This training, she explains, "should concentrate on interpersonal skills, such as how to field gripes, how to praise and criticize workers and how to confront an employee."

Upper management's role is to incorporate interpersonal skills training into its training programs—even if it means using outside specialists—and by subsidizing continuing education for key employees. With this type of training, on-line managers will have the skills they need to manage the problems posed by employee conflicts. ❑

What Customers Think About

Tips vs. Serv

by Susan Mills and Hudson Riehle

The custom of leaving a tip has become amazingly routine for millions of restaurant patrons year after year, meal after meal. But in recent years there has been an alternative—the fixed service charge—which more than 50 percent of all adults have experienced. What do customers think about these very different systems? The National Restaurant Association commissioned a Gallup survey to find out. The results, which are summarized here, indicate most prefer to tip although many don't understand how service charges or tips work from the restaurateur's point of view.

As ***Restaurants USA*** pointed out earlier this year (February 1987), restaurateurs have differing opinions about tips versus service charges. But many consumers may be confused about the issue, according to the results of a Gallup survey. The survey, conducted for the association, specifically sought to determine:

- consumer attitudes toward tipping,
- consumer attitudes toward the service charge system and
- consumer experience with the service charge system.

Susan Mills is director of research and information services and Hudson Riehle is research manager at the National Restaurant Association.

Consumers like tipping

The average adult is no stranger to tipping—leaving a tip at a restaurant almost three times in a two-week period during May 1987. Survey results indicate consumers prefer to tip at restaurants. Three out of four consumers (75 percent) decided how much tip to leave based on the service they received at the restaurant. More than six out of 10 consumers (63 percent) believed that the tipping system is fair to waiters and waitresses. And just one out of three individuals (34 percent) would like it better if they were not expected to tip at restaurants.

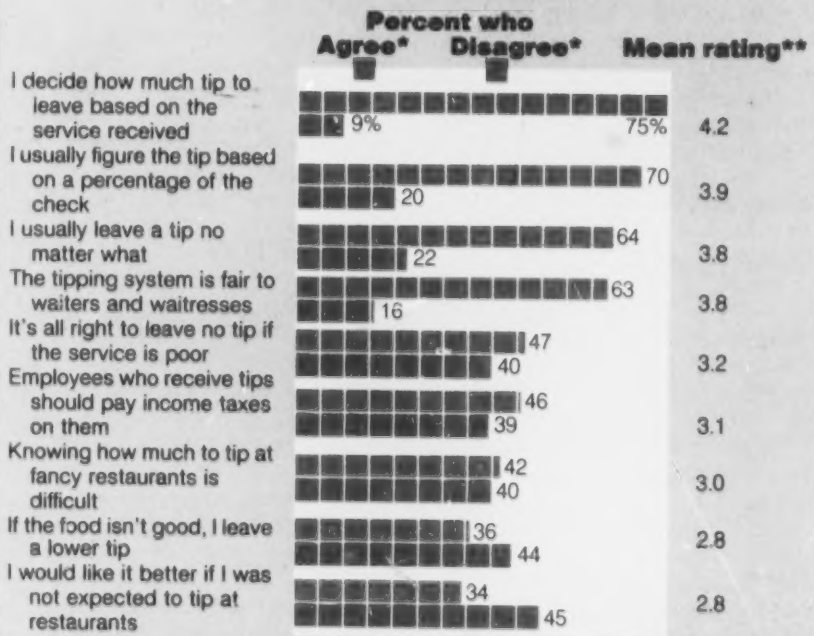
Results also indicate that restaurateurs may have to be more cautious than imagined when interpreting the meaning of a poor tip. Thirty-six percent leave a smaller tip if the food is not good, penalizing the server who has little control over good quality. Surprisingly, males are more likely than females to leave less tip if they do not like the food.

In addition, survey results indicate that frequent diners and younger patrons are somewhat more likely to determine their tip amount based on the service received than the less frequent diner. Almost eight out of 10 consumers (79 percent) age 18 to 24 agree that they decide how much tip to leave based on the service received, compared with 66 percent of those age 65 and over.

Twice as many consumers 65 years

Consumer attitudes toward tipping

Three out of four consumers base their tips on service



* "Agree" = 4 and 5 on a five-point scale. "Disagree" = 1 and 2 on a five-point scale.
** Mean scores based on a scale of 1 to 5 where 4 and 5 indicate agreement and 1 and 2 indicate disagreement.
Source: National Restaurant Association Gallup Survey, April 1987

Half of consumers have service charge experience

The Association Gallup survey revealed that a majority of consumers (54 percent) have eaten at a restaurant where a service charge was added to the check. Nearly one out of two consumers (49 percent) had encountered a service charge system while dining in the United States, and 12 percent while dining in another country.

Consumers who were most likely to have service charge experience at a restaurant in the United States

vice Charges

old and older (51 percent) would like it better if they were not expected to tip at restaurants versus individuals 18 to 24 years old (25 percent). Those individuals with lower incomes also express a slightly greater preference for not tipping at restaurants.

Upscale diners mystified by tipping

Tipping at fancy restaurants is something of a mystery to many consumers. And it's not just those unlikely to visit fancy restaurants who say they have problems. More than one-third of those who eat out frequently, those who have incomes over $30,000 and college graduates have difficulty tipping at upscale places. Overall, 42 percent of all respondents agreed that they find it difficult to determine how much to tip at upscale restaurants. This suggests that some sort of tactful guideline might be of help to patrons of these establishments.

Consumers split on taxing tips

Forty-six percent of respondents agree with the statement that "Employees who receive tips should pay income taxes on them," but a nearly equal proportion—40 percent—disagree. Young adults are most likely to take this position. In fact, a majority of 18 to 24-year-olds, 61 percent, don't think income taxes should be paid on tips. It's difficult to imagine why those who don't think income taxes should be paid on tips take that position. Perhaps they don't think any income should be taxed. Perhaps they believe tips are gifts that should not be subjected to income taxes.

Customers don't understand service charges

Consumers are even more confused about the service charge system, although more than half say they have eaten at a restaurant where a service charge was added to the check. Just one-third regard the service charge system as fair to waiters/waitresses versus 63 percent who say the tipping system is fair. At the same time, a majority (62 percent) agree it is the responsibility of the restaurateur, not the customer, to pay the service staff, and 59 percent agree that servers should receive guaranteed wages instead of tips.

Certainly, the service charge system provides employees with a guaranteed hourly wage rather than tips. So this suggests that most customers don't really have a grasp on how service charges work. A better understanding of how the system works might make it more acceptable to customers.

Restaurateurs who plan to introduce a service charge system should also know that four out of 10 consumers (46 percent) think that service could suffer under a service charge system, with servers not inclined to provide as good service as under a tipping system.

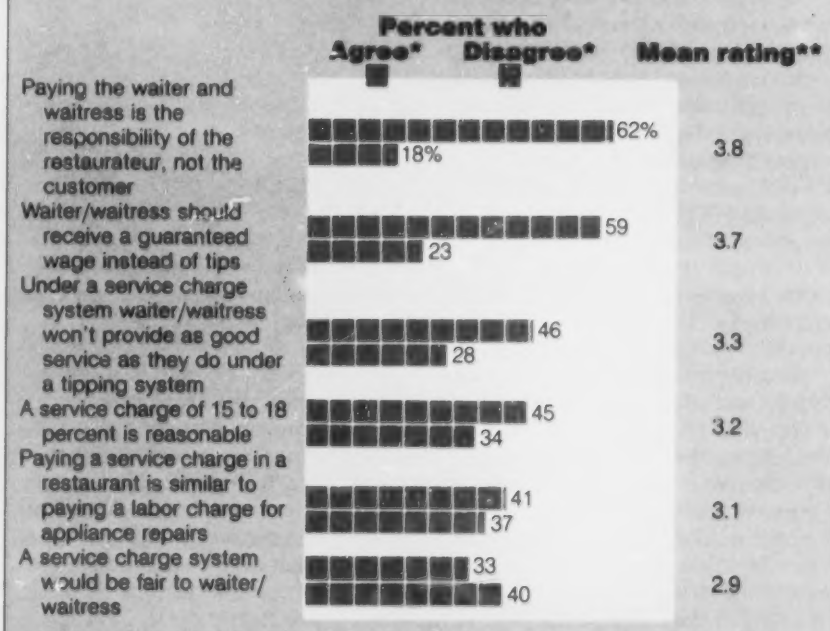
- are 25 years old or older
- have annual household incomes of $20,000 or more
- are married
- reside in the Midwest or South
- live in a suburb and
- have eaten out one or more times during the past two weeks.

Those consumers who were most likely to have service charge experience at a restaurant in a foreign country

- are Eastern residents
- have annual household incomes of $20,000 or more
- have eaten out five or more times in the past two weeks and
- live in the central city.

Consumer attitudes toward adding a service charge to the bill

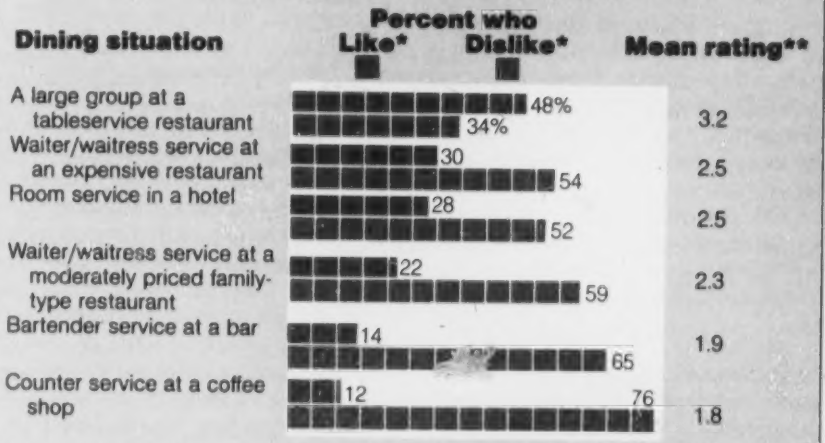
A majority of consumers feel it is the restaurant's responsibility to pay servers



* "Agree" = 4 and 5 on a five-point scale. "Disagree" = 1 and 2 on a five-point scale.
** Mean scores based on a scale of 1 to 5 where 4 and 5 indicate agreement and 1 and 2 indicate disagreement.
Source: National Restaurant Association Gallup Survey, April 1987

Consumer attitudes toward specific dining situations where a service charge is added to a bill

More consumers like a service charge when dining in a large group at a tableservice restaurant, but not when having counter service at a coffee shop.



* *"Like" = 4 and 5 on a five-point scale. "Dislike" = 1 and 2 on a five-point scale.*
** *Mean scores based on a scale of 1 to 5 where 4 and 5 indicate agreement and 1 and 2 indicate disagreement.*
Source: National Restaurant Association Gallup Survey, April 1987

Attitudes toward service charge vary by dining occasion

The more personal contact there is with the server, the less likely consumers are to want a service charge. Nearly one out of two consumers (48 percent) like the idea of having a service charge added to a bill instead of tipping when dining out with a large group at a tableservice restaurant. However, more than three out of four individuals (76 percent) dislike a service charge when at the counter in a coffee shop.

Also a few consumers liked a service charge system for bartender service. Only one out of 10 individuals (14 percent) prefer the automatic charge. Occasions where customers are seated at a counter or bar are frequently low-ticket occasions where the tip may well amount to more than 15 percent and where the customer may be a regular patron whose favorite item is delivered without even placing an order.

It's easy to speculate that the tip on these occasions may be a reward for something more than friendly, competent service. What comes to mind are the familiar stereotypes of the bartender who listens to everyone's hard-luck stories or the waitress who tells you to be sure to eat all your salad because it's good for you.

In sum

Results of this survey give a good indication of just how complicated the tipping versus service charge decision can be. They indicate that restaurateurs may have to be more cautious than imagined when attributing a poor tip to poor service. They also suggest that some sort of a tactful guideline might be a big help to the many customers who are uncomfortable about tipping at upscale restaurants.

Restaurateurs who plan to institute a service charge will want to evaluate their situation based on the type of establishment they operate and their customer base. They will also need to educate their customers about the meaning of a service charge and assure them that the service won't deteriorate. ❑

**Interviews were conducted by telephone with a national sample of 1,007 adults, 18 years of age and older, during the period of April 10 to April 30, 1987.*

by Andrew J. Candido

When I first applied to Glenbrook Country Club for a grant from The Education Foundation of the National Restaurant Association, I was hired as assistant banquet manager, with plans to begin at the end of June. But in April, I was asked to assist on a part-time basis as a cook in the kitchen. From April through June, I worked as a banquet cook alongside two young chefs, both culinary school graduates. My range of duties during this period covered all kitchen areas from preparation of appetizers and salads and desserts to line-cooking duty. To be working again in a real pressure/real-life setting was a reminder of many things.

Perhaps greatest are the daily pressure or stress to produce top-quality products and the necessity of being prepared to handle the serving periods. The opportunity to redevelop the garde-manger skills either lost or forgotten over the years was a real joy, as was the opportunity to learn some new techniques used by the chefs of the operation. It was also a time to share knowledge, and I was impressed by how the two young chefs recognized that my experiences could benefit them as well.

By mid-June, I was working an average of 35 hours or more—some of the time in the kitchen; some of the time booking parties or serving as maitre d'; some of the time planning, equipping and staffing the newly completed clambake pavilion. Since the last week of June, we averaged four clambake functions per week, from very simple cookouts to elaborate lobster feasts. This entire operation was mine to run. I handled all food purchasing and preparation, staffing and execution of these affairs as well as booking most of these and future functions.

What I learned from stepping back into foodservice

This summer 21 foodservice educators were awarded work-study grants by The Educational Foundation of the National Restaurant Association to enrich and update their knowledge of the industry and increase their capacity to relate that understanding to students. Each teacher received a $2,000 grant to supplement income earned during a minimum eight-week employment period.

This final report by Andrew J. Candido, foodservice instructor at Lyman Hall High School in Wallingford, Connecticut, encapsulates the insights and ideas program participants gleaned from their experiences. Candido worked as chef/assistant banquet manager at the Glenbrook Country Club in Wolcott, Connecticut. His past experience includes cooking and baking as well as owning and managing a restaurant and catering operation.

Learning experiences

I was surprised how much food pricing had changed over the years. I realized that there were bargains to be found if one took the time to search for them. I learned that purveyors today have an attitude of "you need me"—a reversal from years ago. I found that, for most, the work ethic has become very lax; the philosophy has become "Put in my time and get out of here." I found that minimum wage is an unreality. I found that kids get ill a lot more than they used to. Most of all, I found that the majority of the guests still recognize quality foods and expect good service, which I explained to my fellow employees is the heart of any operation's success.

My basic goals for applying for the grant were simple. I wanted to refresh my skills in a real setting, both in the kitchen as well as in management. I wanted to work with young people, to watch their actions, to hear their problems and gripes, and then to be able to bring back to the classroom a greater appreciation of their side of the story as well as to formulate a better understanding of the needs of the industry's employees.

Everything I did, whether in the kitchen or any other area, was a learning experience anew. It is very easy to become isolated in the sterile classroom atmosphere and forget the day-to-day reality of operating a country club. The problem of absenteeism; the need for motivation, positive recognition and reinforcement for a job well done and so many major management skills dealing with marketing, accounting and public relations can easily be forgotten. Even the problems related to alcohol consumption and liability can be easily skirted in the classroom, but clearly not so in the workplace.

Have I gained insights by working in this position? I should say so, as all the previous testimony indicates. Each insight will be brought into my classroom, but none more so than that of the work ethic. I will emphasize that skills are valuable, but a willingness to work at the highest level of personal achievement is more important still. I will impress upon my students that they must develop a positive work ethic, beginning with being at work on time and extending to very few absences. I will also discuss communication skills—most especially the need to listen to instructions, to ask questions when uncertain about directions and to help others when they have finished an assigned task. I will emphasize the essential need for teamwork and quality in the foodservice industry.

In conclusion, I encourage your continuation of the summer grant program. For those teachers who have been away from the industry a while, it will be a good refresher "course" and for the many foodservice teachers who have little or no industry background, it will be a shocking revelation about the demands and stress of operating a quality foodservice operation. ❑

Flashy

by David Slater

Bathrooms are stepping into the limelight, bringing panache, class and a sense of humor to today's stylish restaurants. Restaurants are using these once-neglected public spaces to give depth to their design theme. The extra effort is not going unnoticed by customers.

The best designed restrooms are comfortable, unconventional and entertaining. They include unexpected and often whimsical details, from elaborate murals to original artwork, piped-in music, floor-to-ceiling mirrors, antique wallpaper and color-coordinated fixtures and flowers. These designs don't come easy; they take a lot of time and money. But operators and designers agree that their efforts are going into the bottom line—and not down the drain.

An artsy retreat

The avant-garde bathrooms at The Collector, a new 74-seat art gallery/restaurant in Washington, DC, have become a "must see" for first-time visitors. "People bring friends into the restaurant and say to them, 'You've got to check out the bathrooms,'" says owner Bill Wooby.

Wooby, who formerly hung art in New York City, shouldn't be surprised that his bathrooms have turned into such an attraction. When he was developing his design, he decided to hang an 18-inch-wide strip of wallpaper across each room at standing eye level. When the strip reaches the toilet, it drops down to facilitate reading from a sitting position. On top of the strip of wallpaper, Wooby rubber-cemented magazine covers and catalog pages, which he covered with Plexiglas to prevent damage and theft.

Like any well-designed space, Wooby's bathrooms are customized and user-friendly. In the men's room, he decorated the strip with artwork, pages from antique gun catalogs, female nudes and, he says, "other things I thought men would like." In the women's room, he entertains guests with paintings of male nudes and pages from auction and jewelry catalogs.

"People really like what I've done with the bathrooms," he says proudly. "They may not be the most beautiful in town, but they're the most unusual." Wooby has noticed one drawback, however. "People stay in there longer than they should," he laughs.

David Slater is a communications specialist at the National Restaurant Association.

An unexpected surprise

The celebrated designer David Rockwell, of New York's Haverson/Rockwell Architects, also views restrooms as "a chance to do something a little whimsical." At Twenty-Twenty (250 seats), a chic Manhattan restaurant whose owners include the pop stars Nick Ashford and Valerie Simpson, the bathrooms extend the restaurant's theme and achieve a fanciful effect by combining a number of incongruous and surprising elements.

Customers leaving the highly charged atmosphere of the Twenty-Twenty dining room to use the bathrooms do not have to worry about missing a beat. The restrooms, which feature high-tech, frosted-glass vanity tops, black sinks and fixtures and red faucets, reverberate with the sounds of piped-in live music. The theatrical and musical theme of the restaurant is also subtly echoed by the bathrooms' most striking element—antique wallpaper that looks as if it might be found in a child's nursery. The wallpaper, which is earth brown with a reddish tint, depicts animals playing musical instruments. "We get a lot of comments on our wallpaper," laughs general manager Walter Stevens. "Everyone just thinks it's darling."

Unexpected bathrooms like those at Twenty-Twenty, says Rockwell, are an example of restrooms that "give everyone something extra." And if bathroom design is indeed getting a little looser, he thinks that is a good sign. "Bathrooms can give everyone a chance to freshen up," he says.

A problem to be solved

Interior designer Laura Gottwald, of Janusz Gottwald & Associates Architects in New York City, views restrooms as a challenge. "A bath-

Flushes

Bathrooms with style

room," she says, "is a problem that must be solved by everybody, even in their home. It can be solved beautifully and creatively." Gottwald takes her bathrooms seriously, but that doesn't keep her from having fun with her designs.

At New York City's Zig Zag Bar and Grill (56 seats), an innovatively designed neighborhood bar that uses lots of mirrors and natural materials, the men's and women's rooms are drastically different. The owners, Stanley, Allen and Dana Bernstein, seem to have taken to heart the nursery rhyme that asks, "What are little boys and girls made of?"

The Bernsteins took a practical approach to their men's room. "It had to be indestructible, with no art on the walls," says Laura Gottwald. On the other hand, she adds, the owners wanted a women's room that would be "deluxe, so women would want to come back."

Gottwald responded with a luxurious women's room that echoes the bar's interior. The room features mahogany stalls, a slate floor and marble wainscotting. The walls are mirrored to the ceiling, presenting infinite reflections that have been compared to the mirrors at a carnival fun house. As a special touch, an oversized antique white sink is embellished with fresh flowers. "It's the only place in the house that has fresh flowers," notes the designer.

In the men's room, Gottwald decided to play with the idea of minimalistic 'prison' design. Like the women's room, the room is mirrored, with a slate floor and mahogany stalls. But Gottwald complements these features with a stark, stainless steel custom counter and protected lighting similar to that used on a construction site. And if the mirrors aren't enough to befuddle customers, the toilet has been installed at an angle to reflect the bar's zig zag motif.

Perhaps because they are not given the opportunity to venture into the women's room, Zig Zag's male customers don't seem to be offended by the inequities of the bathroom design. As owner Allen Bernstein explains, "The women love their bathroom. They wish they had one like it at home. But," he adds, "the men don't really seem to notice theirs."

Inspiring powder rooms

The restaurants operated by Chicago's Lettuce Entertain You, such as Ed Debevic's and Cafe Ba-Ba-Reeba, are known for their thoroughly conceived designs. The company's newest Italian restaurant, the trendy Scoozi! (312 seats), is no exception. From the lobby to the lavatories, Scoozi! overwhelms its visitors with its design.

Perhaps most striking is the innovative women's room, which is broken down into a latticework waiting area and four individual powder rooms—each with a powerful mood. The intention, says Trudy Glossberg, Scoozi!'s bathroom designer, is to make the customer "feel like she is a guest in somebody's home."

Glossberg kept the bathroom's design costs to a minimum by purchasing oddly colored tile remnants that, ironically, turned out to be the cornerstone of the bathroom design. Each of the four rooms has a unique color scheme that takes its tone from the tiles and is carried out by coordinated accessories and antique mirrors and sconces.

Glossberg believes that a bathroom should be a continuation of the restaurant. Because murals are visually prominent in Scoozi!'s dining area, Glossberg conceived murals for the bathroom that would fit in with each space's color scheme. The murals, executed by the firm Made In Chicago, include a Matisse scene in the pink and burgundy room, Monet flowers in the yellow room, a zebra print in the black-and-white room and a Rousseau-like jungle scene in the green room.

The men's room at Scoozi! is not broken down into individual spaces. It does, however, contain a likeness of a mural that Glossberg believes was originally painted by an obscure artist on the wall of an Italian palazzo. In what seems to be a common men's room theme, the mural depicts a woman lounging nude near the water. ❑

EMPLOYEE DINING

'A good way to take care of good people'

By Kathy Boyle

It's goodbye to basement cafeterias and hello to upbeat dining in the nine to five work world. New employee dining experiences—usually at discount prices—have become a prized fringe benefit and productivity booster.

What this means is that more employees are eating at their workplaces rather than going out. In fact, the employee dining segment has doubled in growth over the past 10 years and is today a $6 billion business. The impetus behind this expansion is the belief that employee dining rooms can boost employee productivity.

As the competition for good employees gets more intense, so is the competition in employee foodservice. A growing number of companies have upscaled their dining programs with new initiatives in food, design and decor.

Out of the dungeon

To encourage employees to eat in, there has been a general trend toward upscaling employee dining facilities. Menus have become more tempting,

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and the environment has become more inviting. No longer are dining facilities tucked into the less expensive spaces; they are being highlighted. As corporations build new buildings, employee dining rooms are being etched into the architectural design from the early stages. Innovative concepts in seating arrangement, salad bar design and self-serve island stationing, along with advancements in kitchen technology, are considered as carefully as employee workspaces. Companies are also aggressively merchandising their offerings, which include such popular foods as pizza and seasonal or weekly themes and festivals, such as Oktoberfests and Fourth of July picnics.

At the Manufacturers Hanover Trust operations center in New York City, where employees work around-the-clock processing checks from every Manufacturers Hanover Trust bank in the city, the cafeteria is a far cry from its predecessor. It used to be that the facility, located in the basement, had the image of a dark dungeon. But a year and a half ago, Manufacturers Hanover Trust changed that with a $2.3 million renovation. The operations center today serves 6,000 diners every 24 hours in an area where 850 people can be seated at one time.

To create a more relaxing environment, the 26,500-square-foot space was divided into three separate areas with color schemes of muted blues, beige, and black and white. To solve the lighting problem of the basement location, architects designed back wall and ceiling lighting that was bright but not glaring. Other subtle touches, such as overhead silk-screened banners which change with the season, also lightened the atmosphere.

"Our objective was to create a more airy feeling with better ambiance and a quieter setting," says Lorand E. Forrest, vice president, Manufacturers Hanover Trust. "I think we really did that. The new ceilings are more sound-absorbing so the dining room is quieted, and the space is airy and fresh looking." Forrest adds that the reason for the makeover was not to increase sales but to make employees happy and keep them at work. Forrest believes the objective has been met with improved morale and increased productivity.

When Codex Co., a wholly owned subsidiary of Motorola specializing in data networking, began plans for its new corporate headquarters in Canton, Massachusetts, the details for employee dining were considered as carefully as workspaces. The dining facilities, planned to serve 500 employees, were designed to include intimate seating as well as a large (148-seat) atrium-capped dining hall. In addition, there are five private executive dining rooms for gatherings of two to 50 people and an outside area for cookouts. Individual seating nooks for 12 to 16 people are built into the building's curved, windowed outer wall. To complement the surrounding bucolic landscape—complete with ponds, stables and jogging paths—designers chose granite-topped tables and black wooden armchairs. All the lighting is indirect and consists of recessed, overhead incandescent or fluorescent spots which can be adjusted with switches.

Not only is the setting beautiful, but lunch prices are also subsidized as an extra incentive to eat in. (Prices typically average 75 cents for breakfast, $2.04 for lunch and 80 cents for an afternoon snack.) Fred J. Pickering, business manager for corporate services at Codex, explains, "Codex views it as a good way to take care of good people."

A more tempting menu

Fresh food, self-service and the addition of popular foods (such as pizza) and takeout programs lead the list of menu innovations. Displays and preparation of fresh food before the customer are characteristic of the trend. This is most often accomplished by a food court approach where customers can choose from stations, such as a deli station, a grill station or a salad bar. "In our renovations we are doing more food courts and building in as much self-service as possible," says Joseph J. Guzzo, a division vice president of business foodservice for the Marriott Corporation, headquartered in Bethesda, Maryland. "The hot entree approach is not as popular as it used to be. There are still some cafeteria lines, but the trend is toward serving more popular foods and serving them fresh."

Manufacturers Hanover Trust is a good example of a company that uses the scrambled serving approach very well. Says Forrest, "It is a shopping center system where customers can move at their own pace to the items they want." There is a grill area for hamburgers and omelets; a refrigerated grocery display case area set up like a supermarket; a hot food line with four or five entrees daily and special international entrees to break the monotony; a carved sandwich area; a barbecue area for fresh barbecued beef, chicken and spare ribs; a premade salad and dessert station; a do-it-yourself ice cream station; a make-your-own salad bar; a fruit and bakery station; and, finally, a hot and cold beverage station.

For the second and third shifts, the Manufacturers Hanover Trust operations center cafeteria uses an adjacent minicafeteria with its own modified scatter system servery and grill, a cold food selection, an ice cream and yogurt station, and a hot and cold beverage station. Every day the cafeteria serves 2,000 people at breakfast, 2,500 people at lunch, 1,000 people at dinner and 800 people later at night.

This same approach is used at Codex Co. where menu design centers around open cooking stations. Fresh-baked pizza, spinach and mushroom salads, homemade chowders and Italian antipasto are served daily. And, to add a homey feeling for the Codex executives who travel extensively, the cafeteria tries to offer hearty meat and potato offerings, such as chili, beef stew and meatball subs, at other stations. In addition, Codex has a gelato machine and an espresso machine which serves cappuccino.

Self-service booms

At Eastman Kodak, which is one of the few remaining company-operated employee foodservice programs, self-service is the rule at the company's 56 different dining locations in Rochester, New York. "Wherever we can, we put out the entrees, like pizza or hot dogs, for the customers to serve themselves," says William C. Lembach, director of foodservice. "We used to grill hot dogs and ham-

burgers, and, on a normal day, we may have sold 10 to 15 hot dogs. But when we put them out self-serve-style in a pan, our sales went up to 200 a day!"

Lembach believes the reason sales increased so much is that the hot dogs are more noticeable, the line seems to move faster and the opportunity to add fixings gives customers a feeling of value for their money. Lembach adds that "Anything we can figure out how to self-serve, we will." The list includes chicken wings at 16 cents an ounce, french fries and fried fish. "I think customers think they are getting more (when they serve themselves)," notes Lembach. But that's not the case, he says: "We portion french fries by the size of the french fry boat we offer them...and the haddock is already portioned by the size of the fillet—although customers can pick out the pieces they want."

Take-home foods grow in popularity

This month (October) Eastman Kodak is introducing a portable cart operation at its corporate headquarters. The cart, with a nice-looking canopy, will bring food to those employees who do not want to leave their desks. "We will offer coffee, donuts, danish and juices in the morning. At noon we will change over to a salad bar with prepared salads and a hot well for self-service soup. In the evening, there will be takeout bakery and pastry items."

Self-serve pizza is another fast-growing product at employee dining rooms—not only for at-work consumption but also for take-home purchases. When Serv-Rite Food Service in Pittsford, New York, surveyed customers at three of its operations, the number one product desired was pizza-by-the-slice, says Harris "Bud" Rusitzky, president.

Lembach at Eastman Kodak agreees: "I was tired of looking out the window and seeing pizza delivery trucks drive up to our plant. Se we went to work to develop a really quality pizza." The result is an excellent pizza business for Eastman Kodak. Pizza-by-the-slice is offered at meals, and, recently, full-sheet pizzas have become available for takeout. "We probably sell 35 to 50 take-home pizzas every day but toward the end of the week the business really starts picking up to 100 pizzas or more."

"I was tired of looking out the window and seeing pizza delivery trucks drive up to our plant. So we went to work to develop a really quality pizza."

Other companies have also found a growing market for late afternoon takeout foods. Guzzo of Marriott says his company sells dinner entrees between 4:00 and 5:00 p.m., depending on the market. For example, if employees have to ride the subway or bus home, they do not want to carry hot dinner entrees. In other locations Marriott uses a grocery store approach "where employees can buy a case of hamburgers for a home cookout or buy one of the company's 3-foot hoagies to take home." Also, Marriott is introducing a new bakery concept, J.W. & Co. Bakers, where cookies, cinnamon rolls and other freshly baked items are offered during meals and in the early evening as employees leave work.

Like Marriott, Eastman Kodak is experimenting with a retail bakery. "Every Friday we offer pies to take home," says Lembach. "On a typical Friday afternoon we sell 500." As a complement to the bakery, Eastman Kodak plans to sell take-home entrees by the middle of next year when it opens its new kitchen facility.

"Employees can buy a case of hamburgers for a home cookout or buy one of the company's 3-foot hoagies to take home."

The takeout concept has gone even further in some companies. At the Government Services Building in Boston, managed by daka, Inc. of Wakefield, Massachusetts, the dining facility includes the equivalent of a gourmet, upscale grocery store "on the order of a J. Bildner's & Sons," notes Allen Maxwell, executive vice president of daka, Inc.

The area is open throughout lunch and into the afternoon, set within the regular food court area. The deli, which fixes sandwiches at lunch, offers meats and cheeses by the pound for take-home consumption as well. "In the market area employees can choose from boxes of gourmet candy, a dozen fresh rolls, a head of lettuce, a quart of milk, take-home frozen dinners as well as cat food or dog food. This type of area saves the customer that extra stop on the way home from work," explains Maxwell. In fact, the area is catching on so well that daka, Inc. plans to add this service in other locations.

Health and wellness entrees made available

A large number of employee dining programs promote healthful food or an overall wellness theme. Sometimes these programs are complemented by company exercise programs. For example, Codex Co. allows Weight Watchers to hold sessions on-site at Codex. And, it offers aerobics classes during lunch or at 5 p.m.

ARA Services, which operates 480 business dining locations, provides a "Treat Yourself Right" program, now in its second year. "It is a major program," says John Gribbin, senior public affairs specialist for ARA. On the serving line various food items are highlighted with "Treat Yourself Right" signage and color photos, listing sodium, calories and cholesterol contents. In addition, says Gribbin, the program is enhanced by periodic leaflets on nutrition or a luncheon speaker.

At another one of daka, Inc.'s 350 accounts, the company offers a health bar, completely separate from the salad bar, and an adjacent cheese and fruit board. As with the salad bar, employees can choose from alfalfa sprouts, granola, a variety of raw fruits and vegetables, tofu and other

healthful items. In addition, near the cash register area there is a display rack, similar to the magazine section at the grocery store, called "Food Expressions," which is filled with handouts about nutrition, recipe cards, and announcements about related company events, such as a blood drive.

Although most foodservice contractors acknowledge that the interest in nutrition and wellness is growing, they caution that it is not for everyone. Says Rusitzky, "The biggest sellers are still french fries, ice cream and burgers."

Commissaries at leased office buildings

Some companies face unique employee dining decisions when they lease office space. Rather than go to the terrific expense of putting in vented kitchens, they install a commissary kitchen. In the case of Blue Cross/Blue Shield in Baltimore, Maryland, for example, employees do not even realize their cafeteria does not have a kitchen. "At our Timonium #1 building we are in a five-year leased space," explains Jean DeVito, foodservice coordinator, "but we have 1,050 people in the building and knew we wanted to provide food service for them." The result is a 300-seat cafeteria where hot food and breads are transported by trucks and held until serving time.

"There is a preparation area where foodservice employees can put together salads for single-serving sale," says DeVito. "We also have a fruit and yogurt bar as well as a station for deli sandwiches. There is a wok station and omelet station, but there is no grill because that would have required ventilation."

Who are the segment competitors?

Employee dining is a field dominated by contract feeders, but a few companies still go it alone. Eastman Kodak in Rochester, New York, serves 48,000 employees in 56 different dining areas in Rochester. Eastman Kodak is the largest self-operated foodservice operation in the business and industry category. It operates fullservice restaurants, executive dining facilities and vending areas. Its two kitchens will shortly be converted to one very modern facility. "There are only about eight self-operated employee dining facilities left," says William C. Lembach, the company's director of foodservice.

Most employee dining facilities, however, are contracted to large institutional foodservice companies which are often more equipped to handle the volume required. In recent years there have been a number of acquisitions and mergers among these large companies, but many smaller institutional foodservice companies continue to thrive.

In recent years other types of operators have begun pushing into the rapidly growing contract food business—most notably some fast food operators and specialized restaurant companies. In June 1985, for example, Burger King opened a unit at the Wang Laboratories corporate headquarters in Lowell, Massachusetts, where it continues to serve breakfast, lunch and dinner to the 6,000 workers in the massive Wang complex.

Other restaurant companies are also making inroads. Lettuce Entertain You Enterprises in Chicago, known for running such eclectic eateries as Ed Debevics, Scoozi! and Avanzare, now runs the foodservice operations at One Financial Place, a 40-story, multi-tenant office building in Chicago. Opened in 1986 and known as the Savoy Bar and Grill, the self-service cafeteria has eight hot and cold food stations and 375 seats scattered throughout several dining rooms.

The approach is to provide a restaurant-like environment in the building's new cafeteria. "Using the familiar scatter system, the Savoy features a self-serve seafood and chili bar, along with Cajun and Mexican entrees at another area.

Executive dining

Although most contractors have not seen the dramatic increase in executive dining that they expected would occur from the new tax law that makes meals eaten on-site in executive dining rooms totally deductible versus 80 percent for those eaten in restaurants, they still feel there may be potential for growth in this specialized segment. A number of companies find that the executive dining rooms are not used on a consistent basis, but toward the end-of-the-month or the end-of-a-quarter there is increased activity.

Others believe the price break and time saved will be incentives for more frequent eating-in at executive dining facilities. At Codex, for example, Pickering explains that the tab for eating lunch at the executive dining room—including appetizer, entree, dessert and coffee, probably runs $12.00—a lot less than comparable restaurants nearby. "And, executives do not have to contend with traffic, tight schedules and crowds," notes Pickering.

Not only executives can take advantage of these facilities. Codex allows all company employees to reserve any of its five private executive dining rooms, which are elegantly decorated and use fine china and silk flowers. Employees can use the room for special occasions, such as birthdays or retirement parties, but most do not. "I would say 95 percent of the usage is for business. It's the rare occasion that employees use it themselves," notes Pickering. Codex does allow some non-profit groups in the area to use the facility for meetings or fundraisers. Last year the Boston Symphony held a reception and sit-down dinner fundraiser for 300 at Codex.

In sum

As the competition for good employees gets more intense, so is the competition in employee foodservice. In order to keep employees happy and on-the-job, companies have moved to enliven decor and provide more interesting food programs, including takeout and the self-serving of foods previously not considered self-serve items, as well as cart deliveries and cookouts held at picnic benches outside the cafeteria. ❑

MARKETING NUTRITION THROUGH MENUS

The quintessential diet plate—hamburger patty, cottage cheese, sliced tomato and hard-boiled egg is on its way to becoming a menu dinosaur. Consumer interest in health and nutrition has motivated creative restaurateurs to find innovative ways to capture this market. Operators are not only becoming more adventurous in developing healthy menu items, they are also doing a better job of marketing them. Entries in the National Restaurant Association's 24th Annual Great Menu Contest reflect this trend.

by Claire Regan, R.D.

According to a 1986 association survey, 23 percent of restaurant operators feature health and nutrition promotions. Great Menu Contest judge and menu adviser John Gruner, president of Gruner, Prussner & Lloyd Restaurant Solutions in Kentwood, Michigan, thinks more operators should follow the trend. "It's unfortunate more restaurateurs aren't developing healthful menu items. The consumers' awareness level in this area is certainly heightened. Those operators ignoring the trend are missing a marketing opportunity," Gruner laments.

Options

Operators who are addressing the market have various options in menuing nutritious items. The National Restaurant Association's survey of operators shows that among those who do promote healthful menu items, 9 percent use separate menus, 37 percent use special sections, 12 percent rely on waitstaff presentation and 10 percent denote items using a special symbol. There is no one best marketing tool, says Gruner. "It depends on the customers. Certain groups will be drawn to a special section. The yuppies, for instance, will respond to a 'Fitness Food' heading, whereas elderly clientele may be more responsive to low-fat alternatives offered as part of the general entree list."

Houlihan's, a chain of 55 restaurants run by Gilbert/Robinson, Inc., for example, has shifted from a sepa-

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rate "Light Menu" with calorie information to a special section, "Light & Healthy Specialties," on the regular menu. The calorie counts have been dropped. According to a Houlihan's spokesperson, the revised approach is more effective because it meets consumers' expectations of the Houlihan's concept.

Separate menus

Other operators prefer separate menus for their light and healthy offerings. Mark Treelisky, director of food and beverage operations at Chicago's O'Hare Hilton, for example, uses a separate menu to present "Fitness First" to patrons in his 200-seat coffee shop. Treelisky believes a separate menu is more flexible and increases visibility and awareness of the program. The previous coffee shop menu had "Fitness First" items dispersed among the regular listings, accompanied by a symbol indicative of their healthful status. "I think orders for 'Fitness First' items were lower when presented that way, scattered through a variety of options," Treelisky explains. "Now they run as high as 20 percent of total orders."

A potential drawback to separate menus is they may not always be presented during peak periods when the host/hostess and waitstaff are pressed for time. Yet, Treelisky insists that this is overcome by storing both the regular and "Fitness First" menus in the same box, so the hostess always provides patrons with both menus. John Gruner cites another disadvantage of separate, healthful menus: "They can single people out and make them feel self-conscious." He warns that care should be taken to avoid this.

Special sections

Some operators maintain that grouping the nutritious offerings together under one head on the regular menu tends to make the choice obvious without singling people out.

"On the Light Side" is featured on the regular menu at Finley's (200 seats; midscale, casual family dining). It appears on a foldover flap, extending the right-hand side of the menu. "The flap creatively lent itself to 'On the Light Side,'" explains Caroline Cook, director of marketing for Universal Restaurants, Inc. of Grand Rapids, Michigan, which operates three Finley's units. "It not only highlights the lighter options, but it also leaves the menu 'hot spots' open for higher grossing items like steak and prime rib."

At Rio's, a 175-seat restaurant in Rochester, New York, the menu features a "Wholesome Fine Dining" section on the menu. It is highlighted by using a replaceable insert printed in a color that is darker yet complementary to the rest of the menu. "We wanted to highlight 'Wholesome Fine Dining' and let our patrons know we were committed to it," says manager Paul Ryan. "The concept has been popular, and our marketing has generated a lot of interest and curiosity since people who order from this section often don't want extras like appetizers," Ryan explains. Only entrees are featured in "Wholesome Fine Dining." Healthful appetizers, soups and salads are included in the regular menu and are identified by an asterisk.

Invitations to ask

Not all restaurateurs experience enough demand for nutritious items to warrant a special menu section. Some of those who want to accommodate patrons' dietary restrictions or concerns achieve this by printing a statement on the menu that encourages special requests, such as food cooked without salt or served without sauce. The Chestnut Street Grill (125 seats; Chicago), which features grilled fish, includes a notice that grilled foods can be prepared according to its "spa method"—that is, without butter or added salt. Manager Robin Ross rationalizes the approach. "We didn't want the 'spa' concept to take over the restaurant, but we did want to give patrons a choice," he says.

The menu at The Bay Tower Room (150 seats, Boston), on the other hand, notes that "Entrees may be prepared without sauce and, where appropriate, may be broiled, poached or baked." Jeff Dizhek, food and beverage director at Inncorp Management Corporation, which until recently managed The Bay Tower Room, thinks this approach may be too subtle. He believes the majority of patrons feel uncomfortable making special requests, especially in an elaborate setting such as The Bay Tower Room. "I think only about 20

percent of the dining public feel comfortable about asking for sauces on the side or foods cooked without salt. And it is probably the frequent diner that is the least intimidated," he figures.

Alexa Bosshardt, R.D., director of the culinary apprenticeship program at New Orleans' Delgado Community College, also warns about general statements regarding cooking without salt and accommodating special dietary requests. "The kitchen staff has to be educated on how to respond properly to such requests. It's not just a matter of omitting the salt or sauce. The food has to be palatable and meet the expectations of both the operator and patron," she recommends.

Established programs

Another way to market healthful menu items in foodservice is to work with an organization recognized by the public for its credible health promotion efforts. According to the association survey, 24 percent of those featuring nutritious menu items are using a plan endorsed by a medical or health group. The American Heart Association (AHA) sponsors programs through national headquarters and local chapters.

Robert Palmgren, executive chef and co-owner of Winds (285 seats; Lenexa, Kansas), worked with the Kansas City chapter of the Heart Association to develop "Creative Cuisine" for his menu, which won the grand prize in the 24th Annual Great Menu Contest. Winds' "Creative Cuisine" selections were reviewed by a dietitian at the local Heart Association. They appear in their own section and bear the AHA heart and torch logo. Palmgren reports "Creative Cuisine" entrees account for about 7 to 8 percent of orders. "Going with a recognized program is like a guarantee to the public, and it makes me feel better about the menu," Palmgren says.

Pittsburgh-based Eat 'n Park Restaurants, Inc. (46 units; family-style) features two Weight Watchers entrees in its "Light 'n Delightful" section. The products are purchased from Weight Watchers' foodservice line and comply with the popular weight-reduction program. But, according to Ronald Champe, Eat 'n Park's director of purchasing and quality assurance, the Weight Watchers entrees have not been particularly advantageous. "Our own entrees developed for 'Light 'n Delightful' are more popular than the Weight Watchers choices. Although we currently menu two Weight Watchers products, we plan to keep only one in the future," Champe says.

Leo Goto, operating partner and general manager of the Wellshire Inn (600 seats; Denver, Colorado), has had more success with a local wellness program, HealthMark Centers, Inc., administered like the one sponsored by the American Heart Association. The HealthMark Centers' program, which helps patrons identify healthful choices, now involves 60 restaurants in the Denver area. Goto summarizes the advantages of using the HealthMark program. "It has great local recognition and receives a great deal of publicity by the local press. We've received exceptional comments about the program. People even request it for banquets," he says. Goto estimates that 25 to 30 percent of his orders are for HealthMark-approved items. He notes that they are more popular at breakfast and lunch than at dinner.

Nutrition information

Should light and healthy menu items be accompanied by nutritional information (i.e., amount of calories, fat, sodium, etc.) on the menu? Not necessarily. In the National Restaurant Association's survey, few operators report having printed information on their menus. John Gruner views it as a marketing opportunity—if patrons are looking for it. "Nutrition information on the menu can be advantageous, but it shouldn't end up looking like a medical dictionary," he warns.

The menu for Seymour Johnson Air Force Base Officers' Open Mess (150 seats; Goldsboro, North Carolina) features a section titled "300 Club"—where all the listed entrees are less than 300 calories. "We decided to provide information on calories since our patrons are conscious of it, and they can relate to it," explains manager Sergeant Fred McKenney. "Using the 'less than' approach is advantageous because we don't have to be exact. And, we don't have other data (sodium, fat, etc.) because we didn't

want our menu to look like a hospital menu."

Others feel nutrition information on menus adds meaningless clutter. "The HealthMark program emphasizes healthful choices, not calories," says Susan Stevens, R.D., director of nutrition for HealthMark Centers, Inc. "We don't encourage listing nutrition information. It clutters the menu, plus it's not always accurate."

Promotions

Operators who have successfully menued nutritious items in-house are making efforts to let patrons know about them. Leo Goto, for example, is planning a direct mail campaign to promote the Wellshire Inn's participation in the HealthMark program, and Mark Treelisky cooperated with the Chicago Heart Association in sponsoring a walkathon and tasting of Hilton's "Fitness First" foods. "It not only increased traffic in the coffee shop (where "Fitness First" is offered), but it also increased traffic on the lower level (of the hotel) where my pub and Mexican and fast food outlets operate," he boasts. ❑

Working with dietitians

Dietitians and nutritionists certainly are no replacement for professional chefs. But they can complement your professional staff. As experts in the field of nutrition and food composition, dietitians and nutritionists can translate seemingly confusing medical jargon or dietary restrictions into realistic terms for foodservice application. They can determine the potential for promotion of particular foods as nutritious, light or healthy and work with chefs and cooks in recipe modification and development. Calculation of the nutritive content is another function dietitians perform with ease. They also can familiarize the waitstaff with a healthful promotion once it is ready to be implemented.

Who are dietitians and nutritionists?

Dietitians and nutritionists are experts in the field of food and nutritional science. Their educational background includes at least four years of specialized study at an accredited college or university, and most nutritionists have a graduate degree as well. When a nutritionist or dietitian is designated a registered dietitian (R.D.), the credential signifies compliance with the educational standards of the American Dietetic Association. (Beware of self-made "nutritionists" or those who lack adequate academic preparation. Inconsistency in state licensure laws has allowed unqualified individuals to label themselves "nutritionists" and engage in practice. Rather than gaining a solid scientific background from an accredited college, there are nutritionists who have purchased doctorate degrees from unaccredited diploma mills, requiring little or no course-work.)

How to find them

Dietitians and nutritionists practice in a variety of settings. Hospitals are one traditional employer. Dietitians involved in foodservice administration at your local hospital may be interested in part-time consulting work. Many nutritionists and dietitians now work in private practice, independent of hospitals or management corporations. These practitioners are in the consulting business and are available for hire. The cost for consultations varies, but generally ranges between $20 and $100. Some dietitians work on a contractual rather than hourly basis, especially when presenting workshops or seminars.

For a list of consulting dietitians in your area contact the American Dietetic Association in Chicago at (312) 899-0040.

Another potential source of consulting dietitians is food distributors. Alexa Bosshardt, R.D., now director of the culinary apprenticeship program at Louisiana's Delgado Community College, worked with a number of Florida restaurants when she was employed as a nutrition-marketing specialist at Plantation-Sysco in Miami. According to the International Foodservice Distributors Association, "Having a staff nutrition-marketing specialist is not uncommon among the more enlightened or progressive distributors."

Successful liaisons

Many restaurateurs and chefs have already become involved with dietitians, such as chef Seppi Renggli of the Four Seasons in New York City; Alan Roberts, executive chef of the North Lake Hilton in Marietta, Georgia; and the chefs of the Inter-Continental Hotels.

Through Columbia University's Institute for Human Nutrition in New York City, Renggli found Joyce Leung, a dietitian who comes from a family involved in the restaurant business. Leung set the nutritional criteria, and Renggli developed the recipes. "I work out a meal and send it to Joyce for nutrient analysis and she returns it with suggestions—to add lentils or dried beans to reduce the fat, for instance," explains Renggli.

Alan Roberts, executive chef of the North Lake Hilton in Marietta, Georgia, took a different approach to learning about nutrition. Roberts took a course taught by a registered dietitian through the Georgia chapter of the American Culinary Federation (ACF). The 16-hour course was a requirement for ACF executive chef certification. Chris Rosenbloom, R.D. and course instructor, stressed basic nutrition and menu modification. And the Inter-Continental Hotels brought a nutritionist to its offices to give a workshop for its chefs.

Directors convene in Washington

The National Restaurant Association's Board of Directors held its fall meeting, September 12–14, in Washington, DC, in conjunction with the association's third annual Public Affairs Conference. The following resolutions came out of the meeting:

□ Negotiations were approved for the purchase of a new building for the association's headquarters. The building under negotiation is located in the heart of Washington's business district. Association staff will occupy more than one-third of the building; the remaining space will be rented.

□ The board approved proposals for joint membership from two state restaurant associations: the Hawaii Restaurant Association and the Maryland Restaurant Association. The joint memberships, slated to go into effect January 1, 1988, will add approximately 400 members to the national association.

□ The State Relations Committee passed a motion calling for increased association involvement with Second Harvest, a nationwide network of food banks dedicated to reducing hunger and minimizing food waste in America. Association staff will be working with the charity group to develop an appropriate program.

□ The association's PAC set its fundraising goal at $400,000, doubling the previous goal.

□ The fundraising arm of The Political Education Committee (PEC) has changed its name to the Congressional Leadership Forum. Funds from the forum, raised through corporate solicitations, will go toward political education events.

□ The Board directed staff to develop a program to educate press and the public about the adverse effects of legislation before Congress which would mandate employee health benefits. The program will focus on the costly nature of such legislation and the threat it poses to the viability of many firms and to job availability.

□ The 1988 National Restaurant Association, Hotel-Motel Show will be held May 21-25, 1988.

U.S. Culinary Team brings home the bronze

The 1988 U.S. Culinary Team finished third out of 14 competing countries at the World Culinary Arts Festival, held in Vancouver, British Columbia, Canada in July.

The U.S. Team won six gold medals and one silver medal in the competition, including a gold medal in the hot food category. The dishes which earned the U.S. Team honors were *Hot Smoked Coho Salmon Northwest* and *Stuffed Veal Loin Mark Twain.*

The veal dish featured veal loins stuffed with sweetbread and wrapped with veal flank steak. The recipe for the salmon is reprinted in this column.

Competing in the festival's hot and cold competitions were regional team members Siegfried Eisenberger (Opryland Hotel; Nashville, Tennessee), Mike Russell (Travis Pointe Country Club; Ann Arbor, Michigan), David Kellaway (Culinary Institute of America; Hyde Park, New York) and Rudolph Spekamp (Rudy's 2900; Finksburg, Maryland).

Individual gold medals in the pastry category went to team captain Eisenberger, Stacy Rodin of the Palace Hotel in Philadelphia and Ruben Foster of the Helmsley Palace in New York City.

Singapore placed first at the festival, and Canada took second-place honors.

HOT SMOKED COHO NORTHWEST

Serves 24

Ingredients:
10 lbs. coho salmon
3 cups hickory chips
3 sq. ft. aluminum foil
1 ½ lbs. brown lentils
1 yellow onion, small
8 oz. red lentils
1 cup apple juice
1 cup cream
6 tomatoes
24 puff pastry fleurons
1 lb. butter
1 bunch scallions
10 oz. Beurre Blanc
½ cup Chablis
2 cups fish stock
4 Tbs. lemon juice
Seasonings to taste

Method:
Filet salmon and remove bones. Cut into 24 slices and start fish stock with bones and trimmings.

Place soaked hickory chips inside 6-inch hotel pan. Cover with aluminum foil and place 2-inch perforated hotel pan on top. Put seasoned salmon into pan and cover with foil, sealing very closely.

Saute chopped onions; add soaked lentils. Add apple juice and cream; let it boil. Halfway through, add red lentils.

Blanch and peel tomatoes. Bake the fleurons and make reduction for Beurre Blanc. Dice blanched tomatoes and put aside. Finish up lentils, adding seasonings and sliced scallions.

Place salmon in hotel pan on gas or high heat electric stove until a lot of smoke develops; then put into oven. Check after 8 minutes.

Saute tomatoes and keep them warm. Finish up Beurre Blanc and complete plate by placing salmon over lentils and tomatoes with fleuron. Coat salmon with Beurre Blanc.

Serve with seasonal vegetable of your choice. Suggested wine: California Chardonnay.

—Hot food entree, 1988 U.S. Culinary Olympic Team

Board hosts 229 members of Congress

National Restaurant Association President Michael J. Grisanti and the association's Board of Directors welcomed 229 U.S. senators and congressional representatives at the fifth annual *Chef d'Oeuvre* reception. Participating restaurants included Clyde's Old Ebbit Grill, Fourways, Maison Blanche, Morton's of Chicago, Prime Plus, The Prime Rib, Taverna Cretekou and The Watergate Hotel. Look for more details on *Chef d'Oeuvre* in next month's "Washington Report." *—Anne Papa*

#86

The written word!

Clear, precise and insightful written communication is both an art and a science. Memos, letters, strategic and operating plans, operations manuals and marketing plans all require extraordinary articulation to relay the meaning intended by the writer. Here are some tips about using written communication as the medium to convey your message:

1. Pontificate elaborately. Start every piece of written communication with a description of the philosophical and ethical basis of your communication. Then, present an entire history of the matter. Cloak both the premise and the history with righteous platitudes that will establish an emotional predisposition on the part of the reader to accept what you are writing.

2. Write as though you are under stress. Remember that what you are writing is the most important thing that has ever been written and that it is imperative that the reader fully absorb every word. Since that places a major responsibility on you, you should write as if your message were the most critical document the reader has ever read. If the reader can sense the urgency—and the stress—under which you have formulated the communication, then the reader will pay more attention.

3. Write in code. Cryptic writing heightens the impression that you are under duress, and it has the added advantage of saving the reader time. You can develop a code by eliminating most vowels from the words you use to express yourself. For example, everyone can readily understand that "Pls snd info rltv to mjr cntract nw" is the cryptic version of "Please send information relative to the major contract now."

4. Repeat the key points for emphasis. The reader will remember things better if you repeat them frequently. For example, you should repeat the key points in the philosophical, ethical and historical background you provide at least three times in the text. That keeps reinforcing the "feedback" of the current points you are making with the background material you have provided. If it is a directive message you are conveying, repeat the directive at least three times in sequence, as in "Take the action now! Take the action now! Take the action now!" Repetition drives the point home.

5. Write at the second-grade level. Remember your purpose in communicating is to be understood. Since you don't want to take any chances in this regard, it's better to write at a level of the lowest common denominator. For example, if you want the reader to call you, you can write, "Now that you've finished reading the message, put the paper down. Look at your phone. Pick up the top part from the cradle. Place it next to your ear. With the index finger of your free hand, punch the following numbers one right after the other: 123/456-7890. You do not need to punch the slash (/) or the hyphen (-)." See? There's no room for any possible misunderstanding, is there?

6. On occasion, using big words is acceptable! If you don't do it very often, dropping in a big word or two in your written communications builds interest. It will demonstrate that you really know what you are talking about and will help the reader expand his or her vocabulary. For example, you could say, "Upon interfacing with patrons, do so with a pleasant countenance on your visage." (Or, in keeping with point 3: "Upn intrfcng wth ptrns, hv plsnt cntnce prt of vsg." Everyone will understand that the message is, "When meeting customers, smile.")

7. Be rude. If you want to capture the reader's attention, you can do so by being rude and demeaning. That will guarantee the reader's attraction to your message. For example, after the "To" section in a memo, you might want to insert the word "Airhead." If it's a letter, you might want the salutation to be "Dear Stupid." Or if it's a training manual, you may want to open with "Pay attention, dummy." You can be sure that the reader will be fixated by your message at that point.

8. Document everything. Document and footnote any and all references you use, such as all previous correspondence on the subject, earlier versions of updated material, the source of statistics and quotations you use. This really nails everything down and makes it precise. It tells the reader that you really are an authoritative writer.

9. Write in a hurry. Don't give much thought to what you are writing or else you could develop self-imposed writer's block. If you think too much, you'll have to make choices about words to use, phraseology, etc. Just put "pencil to paper," so to speak, and let it flow. This technique is known as "thinking through the end of your pencil."

10. Write when you are angry. Anger stimulates thinking, and you'll write at your best—and quickest—when you are emotionally charged. Never let things cool off or simmer down for a day or two. If there is nothing external that causes you to be angry, then do something that will cause others to be angry at you, so you can be angry back.

Well, it's time for Fisher's Law #86: When you have the right to write (authority base), then you have to write right.

Dining habits of young adults

Nearly a decade ago, the majority of the baby boom generation was in its late teens and early 20s. Although the baby boom generation has gotten older and the number of 18 to 24-year-olds in the population is down, this age group is still a force to be reckoned with. Households headed by 18 to 24-year-olds spend 43 percent of their food budget on restaurant meals—the highest across all age groups. Moreover, the attitudes of this experimental group appear to influence the growth of new concepts.

According to an exclusive National Restaurant Association CREST survey, the share of total restaurant traffic from 18 to 24-year-olds is dropping. In 1982 this age group accounted for 9.6 percent of total restaurant traffic; by 1986 its share slipped to 8.2 percent. Although they are fewer in number, young adults are a vitally important demographic group to the industry. According to the Bureau of Labor Statistics' most recent *Consumer Expenditure Survey* (1984), households headed by 18 to 24-year-olds spend, on average, 43 percent of their food budget on restaurant meals—the highest proportion across all age groups. The average for all households was 36 percent.

National Restaurant Association research also indicates that young adults dine in restaurants more frequently than do other adults. According to the *Meal Consumption Behavior Study* conducted in 1985, young adults consumed, on average, 4.8 commercially prepared meals in a week. The overall average was 3.7 meals per week. In addition, a higher proportion of 18 to 24-year-olds reported eating out one or more times a week at each meal period: Eight percent eat breakfast out, 32 percent eat lunch out and 10 percent eat dinner out. This is considerably more than adults in all other age groups—4 percent for breakfast, 20 percent for lunch and 5 percent for dinner.

Young adults are experimental

Moreover, young adults seem to be more experimental; that is, they show a greater willingness to try new concepts and foods than do older consumers. And, their attitudes toward new dining trends appear to influence the growth of new concepts

Evidence to support this contention is found in the National Restaurant Association 1985 and 1986 studies, *Consumer Preferences for New Restaurant Concepts*. According to 1986 survey results, 18 to 24-year-olds were more likely to have tried new concepts (14 of the 16 listed) than were consumers of other ages (see accompanying table). And their tastes appear to be a driving force behind the growth of spe-

Proportion of consumers who have patronized specialty restaurants*

Young adults show a greater propensity than do other adults to visit specialty restaurants

	18 to 24 years of age	25 or more years of age
Bakery items	56%	48%
Pizza delivery	73	42
Barbecue	59	45
Pasta	57	44
Hot dogs	53	40
Premium, hand-dipped ice cream	38	34
Gourmet hamburgers	45	32
Diet or lite-menu items	30	29
Asian fast food	38	27
Freshly baked cookies	32	25
Gourmet takeout	25	20
Mexican-style chicken	26	19
Spicy, Cajun-style cooking	26	16
Display cooking in front of patrons	14	13
Mesquite grilling	9	9
Sushi or sashimi	5	6

* *During the first three months of 1986*

Source: *Consumer Preferences for New Restaurants Concepts*, National Restaurant Association, July 1986

cialty concepts. Concepts they favored in 1985 registered the largest gains in the following year. On the other hand, concepts that fell out of favor with young adults showed little or no increase in consumer patronage.

Fast food restaurants meet their needs

Young adults are more likely to be found at a fast food establishment than at any other type of restaurant. CREST data reveal that more than 75 percent of all visits made to restaurants by 18 to 24-year-olds are to fast food places. Furthermore, since 1982 the quickservice segment has strengthened its position with this age group. Young adults' favorite quickservice restaurants are hamburger and pizza places. Four in 10 of all visits by males to quickservice restaurants were to burger places as were about 36 percent of all visits by females. Pizza restaurants captured 19 percent of all quickservice eater occasions for both sexes. (Since 1982 pizza restaurants have become more popular with young adults, while hamburger restaurants' popularity has slipped.)

Why do young adults overwhelmingly favor quickservice restaurants? Lower cost may be one reason. Members of this age group, in general, have substantially lower incomes than their older counterparts. According to Department of Commerce statistics, more than 50 percent of all households headed by persons under 25 years of age have incomes of $15,000 or less. In addition, a sizable proportion of this age group lives on the tight budget of a student. Thirty-seven percent of all 18 to 21-year-olds were enrolled in college in 1985 as were 18 percent of those 22 to 24 years of age. For these reasons, the lower menu prices at quickservice restaurants are appealing because they allow young adults to eat out frequently without overstepping their budgets.

Convenience may be another reason why young adults favor quickservice restaurants. A 1987 National Restaurant Association con-

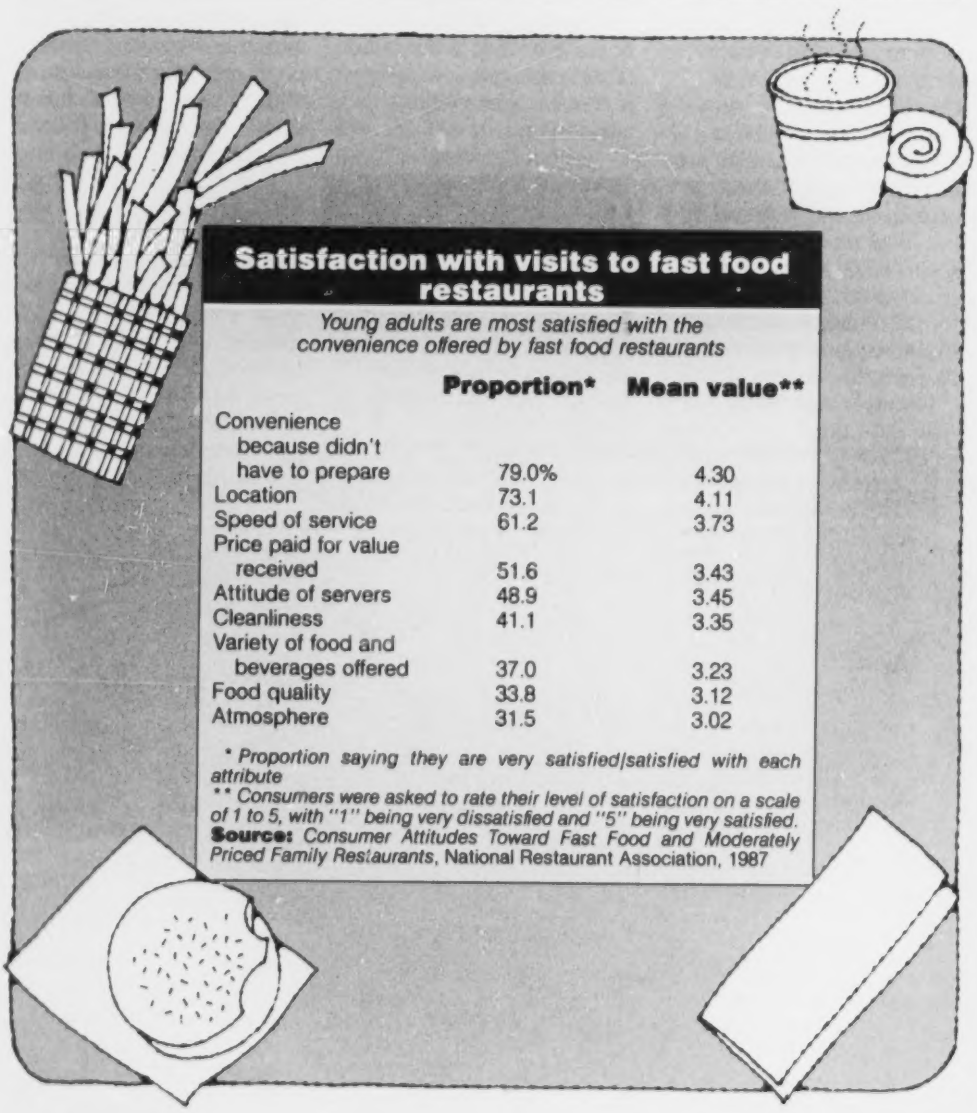
Distribution of occasions

Eighteen to 24-year-olds favor quickservice restaurants over other types of establishments

Proportion of total occasions

	1982		1986	
	Male	**Female**	**Male**	**Female**
Quickservice	74.9%	73.3%	79.2%	76.6%
Midscale	19.8	20.9	15.1	16.5
Upscale	5.2	5.9	5.6	6.9

Source: National Restaurant Association CREST Survey, 1987



Satisfaction with visits to fast food restaurants

Young adults are most satisfied with the convenience offered by fast food restaurants

	Proportion*	**Mean value****
Convenience because didn't have to prepare	79.0%	4.30
Location	73.1	4.11
Speed of service	61.2	3.73
Price paid for value received	51.6	3.43
Attitude of servers	48.9	3.45
Cleanliness	41.1	3.35
Variety of food and beverages offered	37.0	3.23
Food quality	33.8	3.12
Atmosphere	31.5	3.02

** Proportion saying they are very satisfied/satisfied with each attribute*

*** Consumers were asked to rate their level of satisfaction on a scale of 1 to 5, with "1" being very dissatisfied and "5" being very satisfied.*

Source: *Consumer Attitudes Toward Fast Food and Moderately Priced Family Restaurants*, National Restaurant Association, 1987

sumer survey revealed that the majority of 18 to 24-year-olds visit fast food restaurants when they are in a hurry and need a quick meal. The second most often cited reason for patronizing a quickservice place was unspecified convenience. Young adults are also more likely than others to cite time-pressured circumstances for choosing a fast food restaurant.

When asked to rate their visits to fast food restaurants, young adults indicated they are most satisfied with the convenience of having someone else prepare the food and the convenient location offered by fast food restaurants. The speed of service and the price/value of fast food also received high marks from sizable proportions of 18 to 24-year-olds.

However, fast food places did not score as well with this age group on menu variety, food quality or atmosphere. Lower ratings on these attributes suggest that while fast food restaurants fulfill a basic need, they are not places to go for a relaxing social evening.

When 18 to 24-year-olds were asked why they patronize moderately priced family restaurants, the top reason given was "special occasions." For restaurateurs in this segment, this represents a marketing opportunity.

Young adults are heavy users of takeout

Eighteen to 24-year-olds order takeout more often than does the overall population. According to 1986 CREST *Household Report* data, more than 50 percent of this age group's restaurant visits are for takeout versus 43 percent for all consumers. Young adults' frequent use of takeout is tied to their preference for fast food establishments. Nine out of 10 of all takeout occasions for males and females in this age group occur at fast food restaurants. When 18 to 24-year-olds visit midscale and upscale establishments, they usually dine inside the restaurant. About 80 percent of all midscale visits are for on-premises dining as are more than 90 percent of all upscale visits made by 18 to 24-year-olds.

Takeout's share of young adult traffic at midscale restaurants moved up slightly between 1982 and 1986 but edged down in the upscale segment. Young women are somewhat more likely to choose to eat off-premises when they visit midscale restaurants than are young men. The opposite is true within the upscale segment.

Because it is the type of takeout service most widely available, traditional carryout captures the largest share of total off-premises traffic for consumers between the ages of 18 and 24. Drive-thru is the second most frequently used takeout option, capturing just over 30 percent of all off-premises occasions. Since 1984 delivery has posted the strongest growth with this age group, especially with females. Drive-thru is being used on more occasions by young men, and carryout has lost market share with young adults of both sexes.

As is true for adults overall, takeout foods and beverages purchased by 18 to 24-year-olds are most often consumed at a location other than the home. Nevertheless, the at-home segment of the takeout market is growing. Males have substantially increased their purchases of takeout restaurant meals for at-home consumption. In 1982, 39 percent of all restaurant meals eaten off-premises by 18 to 24-year-old males were enjoyed at home; by 1986 this proportion was up to 47 percent. Women between the ages of 18 and 24 are also taking more restaurant meals home—44 percent in 1986 versus 42 percent four years earlier.

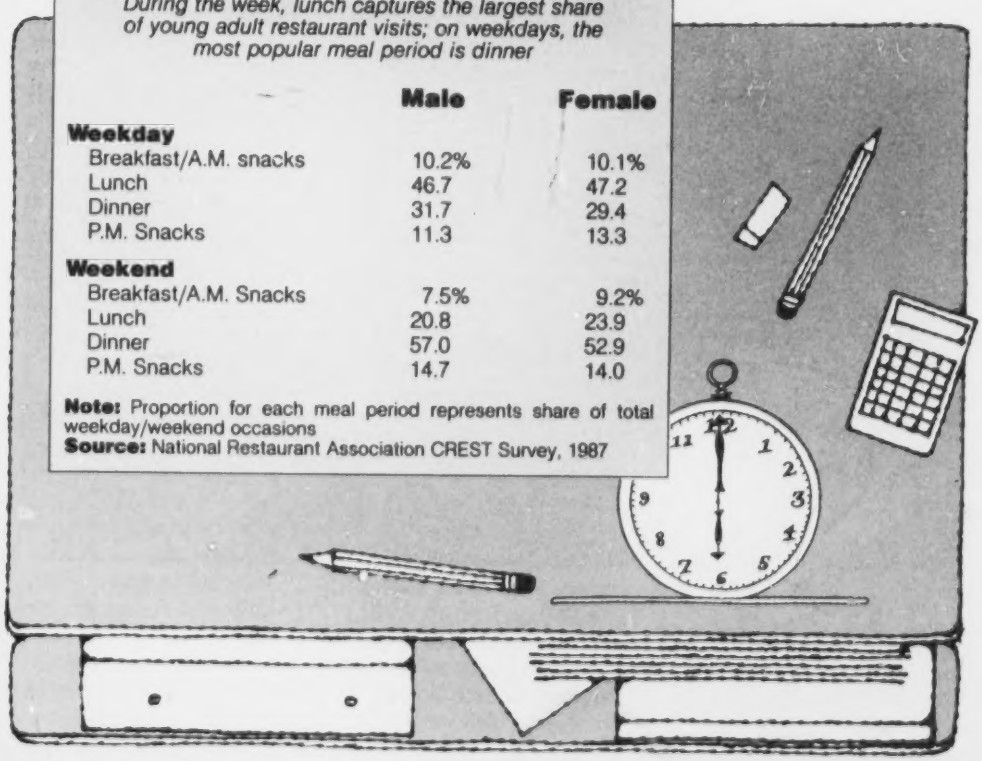
The Takeout Market, a National Restaurant Association consumer survey, reveals more information about the takeout behavior of young adults and suggests ways in which it differs from other consumers. Lunch is the meal period most likely to involve a takeout purchase for consumers of all ages. Still, 18 to 24-year-olds are somewhat more likely to say they

Distribution of occasions by meal periods and days of the week

During the week, lunch captures the largest share of young adult restaurant visits; on weekdays, the most popular meal period is dinner

	Male	Female
Weekday		
Breakfast/A.M. snacks	10.2%	10.1%
Lunch	46.7	47.2
Dinner	31.7	29.4
P.M. Snacks	11.3	13.3
Weekend		
Breakfast/A.M. Snacks	7.5%	9.2%
Lunch	20.8	23.9
Dinner	57.0	52.9
P.M. Snacks	14.7	14.0

Note: Proportion for each meal period represents share of total weekday/weekend occasions
Source: National Restaurant Association CREST Survey, 1987



Share of takeout traffic

Carryout, still the most frequently used form of takeout, is losing market share to drive-thru and delivery for 18 to 24-year-olds

	1984		1986	
	Male	**Female**	**Male**	**Female**
Carryout	64.7%	62.3%	61.3%	61.6%
Drive-thru	29.5	33.4	32.1	31.3
Delivery	5.7	4.4	6.6	7.2

Source: National Restaurant Association CREST Survey, 1987

purchase restaurant meals to go at the midday meal than are other adults. It is not surprising, therefore, that young adults were also more likely to report being at work prior to making a takeout purchase and that the occasion was more often on a weekday than on the weekend.

Because the majority of young adults are single—about 80 percent of the group was single in 1985, according to the Census Bureau—they most often purchase takeout foods for their personal consumption. Adults in other age groups most frequently buy takeout foods for themselves and other household members. Young adults are also more likely than adults in other age groups to purchase takeout meals to share with friends.

Most visits occur during the week

Nearly six in 10 occasions for 18 to 24-year-olds occur during the week. Women are somewhat more likely to visit a restaurant on weekdays than are men in this age bracket. For both sexes, about 47 percent of all weekday occasions are for lunch, and one in three visits occurs at dinner. Since 1982 there has been little change in the share of total visits garnered by each meal period.

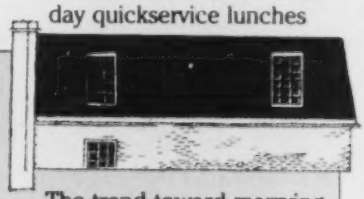
At the noon meal period, young adults frequently patronize a quickservice restaurant. Approximately 80 percent of all weekday lunches are eaten at a fast food place. Most of these quickservice lunches are purchased at a hamburger restaurant—48 percent for men and 42 percent for women. The share of weekday quickservice lunches eaten at hamburger places has fallen since 1982, especially for women. If young adults choose to bypass lunch at a hamburger place, they are likely to visit a chicken or pizza restaurant. Chicken quickservice restaurants garner nearly 10 percent of all weekday quickservice lunch visits made by males, and women visit pizza places on 12 percent of all their weekday quickservice noontime occasions.

In the evening the pattern is similar. More than 75 percent of all weekday dinner visits are to quickservice restaurants, and most of these occur at hamburger places. Pizza restaurants hold the second largest share of total weekday quickservice dinner visits. This share has increased by a sizable amount since 1982—from 21 to 27 percent for males and from 22 to 28 percent for females.

Chicken places take the number three position, and their portion of the market is growing. Hamburger restaurants, on the other hand, have witnessed a shrinking of their share of weekday quickservice dinner visits over the past several years, with the sharpest decline occurring among young women. Hamburger restaurants now capture just 32 percent of all quickservice dinner weekday visits made by women 18 to 24 years of age—a drop of 10 percentage points since 1982.

When young adults eat out on weekends, they opt for dinner rather than lunch. Again, the lion's share of visits at both meal periods are to quickservice restaurants. Thirty-six percent of all quickservice weekend dinners are purchased at pizza restaurants, and less than one-third are purchased from hamburger

More young adults live at home

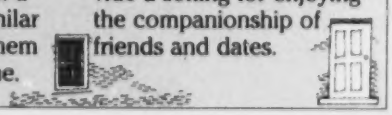


Young adulthood has traditionally been the time for breaking away from the family nest. Although the desire for independence is no less strong in today's young adults, fewer of them are choosing to set up their own homes as a means of establishing a separate identity. According to the U.S. Census Bureau, 53 percent of all 18 to 24-year-olds resided with their parents in 1986—up from 48 percent in 1980.

Why are young adults not moving away from mom and/or dad? Simple economics provides one answer. The tough job market makes entry-level positions more difficult to obtain. Moreover, the high and rising costs of rent, utilities and home furnishings may make it impossible for young people to set up and maintain a residence of their own at a standard of living similar to that provided to them in their parental home.

The trend toward marrying later in life is also having some effect. In 1985 nearly three-fourths of all 18 to 24-year-olds had never been married—up from 68 percent in 1980. Single young adults have less incentive to live on their own than do those who are married.

There has been some speculation that because more adults are living at home, restaurant sales to this age group will decline as these consumers choose homecooked meals over restaurant meals. This seems unlikely. Young adults living at home may have more discretionary income than if they had their own homes, thus, may have more money to spend on dining out. Dining out has always fulfilled a social function for this age group. Restaurants provide a setting for enjoying the companionship of friends and dates.



Favorite foods

Hamburgers and cheeseburgers are favorite choices among young adults

	Proportion of total occasions on which items were ordered	
	Male	Female
Sandwiches	43.9%	41.0%
□ Hamburgers/ cheeseburgers	25.6	22.9
Soft drinks	41.4	39.2
French fries	30.0	27.4
Pizza	17.8	11.5
Side-dish salads	11.7	11.3
Total chicken	7.8	7.5
□ Fried chicken	6.5	6.0
Total breads	8.0	7.3
Tea	6.7	8.0
Other desserts	7.2	7.4

Source: National Restaurant Association CREST Survey, 1987

restaurants. The proportions are nearly opposite what they were in 1982. That year hamburger restaurants held about a 36 percent share of total weekend quickservice dinner visits while pizza places had a 31 percent share

This is the only meal period at which pizza places now hold a larger slice of the market than do hamburger restaurants. One logical reason for the growth of pizza on weekends is the wider availability of takeout, especially home delivery.

Delivery ties in with the increased popularity of VCRs and the growth of at-home consumption of takeout foods by young adults. In fact, the proportion of total occasions at pizza restaurants for at-home consumption was 55 percent in 1986—up from 44 percent four years earlier.

Although pizza restaurants have also increased their share of total weekend quickservice lunch visits, hamburger places continue to hold a commanding lead. In 1986 hamburger quickservice restaurants captured just under 50 percent of all quickservice weekend lunch visits, and pizza restaurants held approximately a 12 percent share. Mexican restaurants are catching up, especially with females in this age group. In 1986 nearly 10 percent of all weekend quickservice lunch visits by young women were to a Mexican restaurant—up from 4 percent in 1982. Males are visiting Mexican quickservice restaurants more often as well, but chicken restaurants continue to capture the third largest share of their weekend quickservice lunch visits.

What do they like to eat?

Since they favor fast food restaurants, it is not surprising that sandwiches, especially hamburgers/cheeseburgers, soft drinks and french fries still top the list of favorite restaurant fare for 18 to 24-year-olds. Pizza is also popular. Young adults are also ordering chicken more frequently than in the past. This shift coincides with the addition of chicken to fast food hamburger menus and the growth of the fast food chicken segment. Ethnic foods, especially Mexican and Asian dishes, are becoming more popular with 18 to 24-year-olds as they become more available.

When it comes to beverages, soft drinks—especially regular colas—are most likely to be ordered by young adults (70 percent), but a substantial 56 percent are likely to choose a regular non-cola soft drink, according to the recent National Restaurant Association survey *Beverage Preferences.*

Young adults are less likely to drink coffee in restaurants than are those in other age groups. In fact, 45 percent of those surveyed said they never order any type of coffee when they eat at restaurants. Tea, on the other hand, is a favorite of young adults, and they are more likely to indicate interest in ordering both hot and iced tea in restaurants than are adults in other age groups. More than two-thirds of the young adults surveyed said they are very or somewhat likely to select iced tea when dining out, and 44 percent said they would likely order hot tea.

Not to be overlooked

Consumers between the ages of 18 and 24 should not be overlooked by restaurateurs. Understanding where and when they spend their away-from-home food dollars and why they visit one type of establishment over another will help operators better cater to this small but dynamic consumer segment. Moreover, knowledge gained about today's 18 to 24-year-olds can be used to shape restaurant offerings to meet their needs as they grow older.

—Kate Conroy

Wholesale food costs

Based upon U.S. Department of Agriculture (USDA) expectations for production and prices, the outlook for wholesale food costs improves for restaurant operators in 1988. Another excellent corn crop is forecast for next year, which is likely to keep feed prices low and contribute to meat and poultry price declines.

Beef

□ Beef production is expected to decline 4 percent in 1988 after an anticipated decline of 5 to 7 percent in the second half of this year.

□ Wholesale beef prices are running higher this year than last. Prices for the fourth quarter of 1987 are expected to be in the $61 to $65 per cwt. range—close to the fourth quarter 1986 price of $60, but higher than the $54 recorded in the second quarter. In 1988, beef prices should stabilize in the low to mid-$60s, with first quarter prices unchanged from those in the final months of 1987.

Pork

□ Lower feeding costs and greater returns have provided incentives to increase pork production, which should advance 10 percent during the next year. Production in the second half of 1987 should be 8 percent above last year's levels after declining 4 percent in the first half of the year.

□ So far this year lower-than-expected slaughter numbers, low frozen pork stocks and reduced beef production have kept prices relatively high.

□ Increasing pork supplies should cause wholesale prices to fall to $43 to $47 per cwt. in the fourth quarter of 1987, even with last year's level. First quarter 1988 pork prices are predicted to continue their decline, reaching $39 to $45 per cwt.

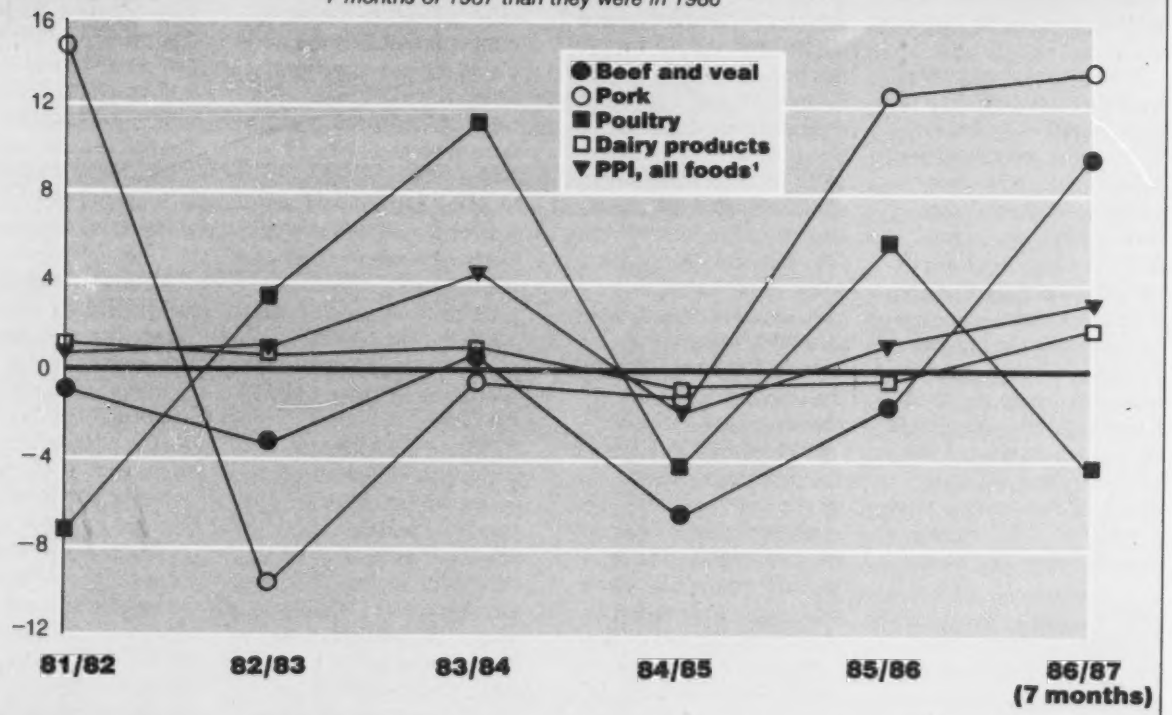
Poultry

□ Broiler production is forecast to increase by more than 8 percent in 1987 because of lower feed prices and strong market demand. Increased output is expected to continue through 1988, with first quarter production 7 percent higher than in 1987.

□ Wholesale broiler prices in 1987 are expected to average 46 to 48 cents per pound, after dropping slightly during the fourth quarter to 42 to 46 cents per pound. Prices should be even lower in the beginning of 1988, falling to 40 to 46 cents per pound and

Percent change in wholesale food prices

Only poultry prices have been lower in the first 7 months of 1987 than they were in 1986



¹Includes all processed foods (except soft drinks, alcoholic beverages and animal feeds) plus eggs and fresh and dried fruits and vegetables.
Source: Producer Price Index, Bureau of Labor Statistics

remaining there for the rest of the year. Prices had been 50 cents per pound in the beginning of 1987.

□ Turkey production is expected to reach record levels during 1987, raising turkey stocks and putting downward pressure on prices in the second half of 1987.

□ The wholesale price of turkey is expected to be in the 55 to 61 cents per pound range in the fourth quarter of 1987, considerably lower than the 79 cents registered last year. Prices should continue to decline in the beginning of 1988 to 47 to 53 cents per pound, picking up slightly during the year to finish in the 52 to 58 cent range.

Eggs

□ Although egg consumption is unchanged from last year, production has been rising in 1987 due to lower corn feed prices. Output is expected to remain at 1987 levels through 1988.

□ Wholesale egg prices are lower this year than last, even though they have experienced a recent upturn, possibly due to the hot summer weather. Fourth quarter 1987 prices for Grade A Large eggs are expected to average 63 to 67 cents per dozen—up from the third quarter, but lower than the 74 cents per dozen recorded during the fourth quarter of 1986. Wholesale prices in 1988 should fall closer to the levels maintained during the first three quarters of 1987, averaging 62 to 65 cents per dozen.

Dairy

□ Milk production has been lower in 1987 due to the slaughter of dairy cows under the Dairy Termination Program. As a result, butter and cheese stocks are lower than they were a year ago. Milk production in the fourth quarter of 1987, however, is expected to rise, matching last year's level.

□ Fourth quarter wholesale milk prices, forecast at $12.90 to $13.50 per cwt., are expected to fall below their level in 1986 but higher than third quarter 1987 prices due to seasonal variation. Wholesale milk prices in the first quarter of 1988 are expected to decline to $12.00 to $12.80 per cwt. Prices for cheese may rise this fall, and slightly tighter than expected market conditions could increase prices even further in 1988.

Fruits and vegetables

□ A record crop is expected for apples in 1987, and the harvest of pears should be 10 percent larger than last year. But even with higher production, prices were higher this year than last due to increased export demand. Citrus production is also expected to be up this year, but increased demand for oranges by both consumers and the processing market should drive up prices for that fresh product.

□ Although prices for some commercial vegetables, most notably onions and lettuce, have been higher in 1987 than in 1986, the majority experienced price declines.

□ Vegetable acreage for the processing market was up 4 percent in 1987 over 1986 levels, while fresh market acreage was up 6 percent during the winter season, 2 percent during spring and 3 percent during summer. Production for the fresh market is expected to be higher this fall as well.

—Laurence Greenberg

New data on foodservice labor force

*The foodservice labor force is an area of continuing concern. Last month in its article "Older Workers: the industry work force of the future?" **Restaurants USA** looked at ways the industry can woo older workers. This article takes a closer look at the composition of the industry labor force between 1980 and 1986, analyzing new U.S. Department of Labor data. Not only does it demonstrate that there has been a shift in age groups within the work force—away from teens and seniors to the middle of the age spectrum—but it also reveals that foodservice operators have begun to hire more men and minorities.*

Since 1980 there has been a decided shift in the age of employees working in foodservice occupations. As the population ages, foodservice workers are being concentrated into the middle of the age spectrum. The proportion of employees in foodservice occupations who are 16 to 19 years old or 45 years old and older has shrunk considerably over the past six years. The actual number of teens employed in these jobs has remained constant, while the number of workers 60 years old and older has fallen by more than 10 percent.

Where then has the growth in foodservice employment come from? For the most part it is due to the rapid expansion of employment among 20 to 24-year-olds and 25 to 34-year-olds. The number of foodservice workers in these two age groups increased by 37 and 54 percent, respectively, from 1980 to 1986. Persons in the 35 to 44-year-old age group also rose in number, although by a lesser rate of 20 percent. In fact, the huge gain in the number of 25 to 34-year-olds has propelled this age group from the third to the second most numerous among all foodservice workers. Teenagers still top the list, but the margin between teens and 25 to 34-year-olds has fallen to just 2 percent.

Population shifts affect labor pool

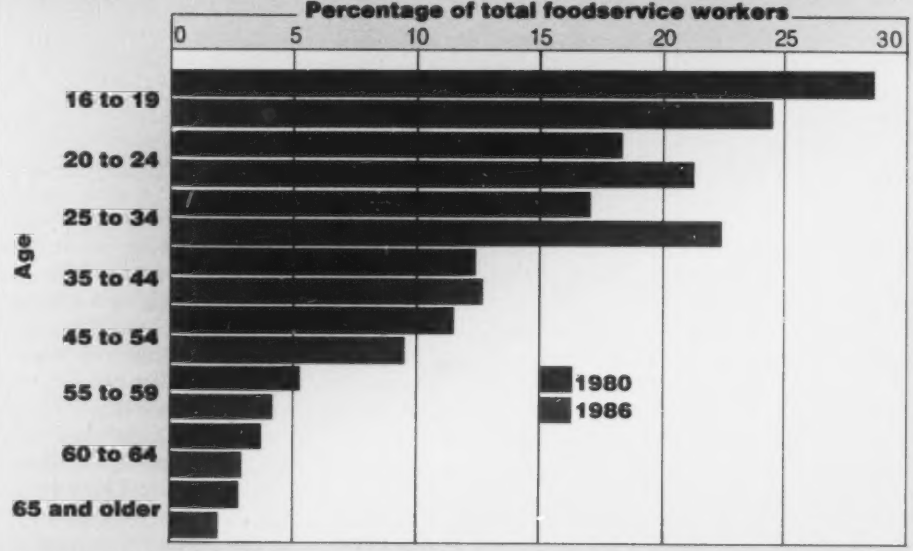
Much of the change in the age pattern of foodservice workers is related to the aging of the U.S. population. As the population ages, there will, of course, be fewer young people entering the labor force. This explains the current shortage of teenage workers—a situation that is expected to continue into the 1990s. Between 1980 and 1986, the 16 to 19-year-old population declined by more than 13 percent. But the changing age composition of the

U.S. labor force does not fully explain the change occurring within foodservice occupations.

Although the number of retirement-aged individuals (those 60 years old and older) is rising and the number of 35 to 44-year-olds has swelled, there has been no proportionate increase in the numbers of these groups in foodservice. In fact, in the six years between 1980 and 1986, the proportion of seniors in foodservice has dropped, and the percentage of those 35 to 44 years old has remained constant. On the other hand, despite a 5 percent drop in the number of 20 to 24-year-olds in the population, there has been a large increase in this age group among foodservice workers. Thus, it appears that there are other factors affecting the composition of the work force.

Food preparation and service workers by age (1980 versus 1986)

There has been sharp growth in young adult and middle-aged workers



Sources: U.S. Department of Commerce, Bureau of the Census; U.S. Department of Labor, Bureau of Labor Statistics

Who is taking jobs in foodservice*

Since 1980 there has been growth in the number of males and minority employees hired

	1980			1986		
	Total employed	Employees in food-service occupations	Food-service workers as a percent of total	Total employed	Employees in food-service occupations	Food-service workers as a percent of total
Total	97,640	4,385	4.5%	109,957	5,127	4.7%
Males	56,005	1,480	2.6	60,892	1,909	3.1
Females	41,635	2,905	7.0	48,706	3,219	6.6
Whites	84,027	3,631	4.3	95,660	4,244	4.4
Males	48,884	1,152	2.4	53,785	1,496	2.8
Females	35,183	2,479	7.0	41,876	2,748	6.6
Blacks	9,334	469	5.0	10,814	623	5.8
Males	4,675	172	3.7	5,428	269	5.0
Females	4,659	297	6.4	5,386	354	6.6
Hispanics	5,457	298	5.5	7,219	451	6.2
Males	3,288	165	5.0	4,428	266	6.0
Females	2,169	133	6.1	2,791	185	6.6

**All figures in thousands unless otherwise indicated.*

Sources: U.S. Department of Commerce, Bureau of the Census; U.S. Department of Labor, Bureau of Labor Statistics

Participation rates a possible factor

The participation rate, the percentage of the population entering the labor force, has added to the decrease in young foodservice workers and may explain the decline in the number of older employees. By dropping from 57.1 percent in 1980 to 54.7 percent in 1986, the lower participation rate for teenagers has exacerbated the shrinking population of 16 to 19-year-olds. Whereas 50.4 percent of those individuals between the ages of 60 and 64 were in the labor force in 1980, only 43.3 percent participated in 1986. And the rate for those 65 years old and older fell from 14.9 to 10.9 percent during that same period.

The effects of these declines can be considerable. For example, if the participation rate for those individuals 65 years old and older had remained the same in 1986 as it was in 1980, then there would have been one million more older workers in the labor force in 1986.

Seniors hired less frequently

Despite the potential to induce seniors out of retirement by offering a positive work experience, foodservice operators are hiring older individuals less frequently now than they were in 1980. Whereas those in foodservice occupations accounted for 3.9 percent of all employed persons 65 years old and older in 1980, they account for just 3.6 percent today. The same is true for 60 to 64-year-olds and, to a lesser degree, 45 to 59-year-olds.

Population shifts affect availability of traditional foodservice workers[1]

Most foodservice employees are concentrated in the 25 to 34 and 35 to 44-year-old age groups

	1980				1986			
Age	Civilian population	Participation rate[2]	Total employed	Foodservice workers as a percent of total	Civilian population	Participation rate[2]	Total employed	Foodservice workers as a percent of total
16 and older	**170,350**	**66.4%**	**97,640**	**4.5%**	**183,528**	**65.3%**	**109,597**	**4.7%**
16 to 19	16,853	57.1	6,973	18.1	14,611	54.7	6,472	19.5
16 and 17	8,368	47.2	2,606	26.5	7,437	44.5	2,622	25.7
18 and 19	8,485	67.0	4,367	13.1	7,174	65.2	3,850	15.2
20 to 24	20,767	78.2	13,866	5.8	19,803	78.9	13,790	8.0
25 to 34	36,958	82.7	26,973	2.8	42,148	82.9	32,201	3.6
35 to 44	25,592	82.7	19,137	2.8	32,793	83.7	25,861	2.5
45 to 54	22,716	78.3	16,058	3.2	22,774	78.0	16,949	2.9
55 to 59	11,615	68.7	7,098	3.3	11,266	64.5	6,896	3.1
60 to 64	10,145	50.4	4,485	3.7	10,961	43.3	4,509	3.2
65 and older	25,704	14.9	3,048	3.9	29,173	10.9	2,919	3.6

[1]All numbers in thousands unless otherwise indicated
[2]The percent of the civilian population that has entered the civilian labor force
Source: U.S. Department of Commerce, Bureau of the Census; U.S. Department of Labor, Bureau of Labor Statistics

At the same time, foodservice operators are hiring a greater proportion of the teenagers and young adults in the labor force. While the proportion of teens in foodservice occupations may have dropped since 1980, operators are doing their best to recruit those willing to work.

A more interesting development has been the increased recruitment of 20 to 24-year-olds to foodservice occupations, who now account for 8.0 percent of all young adults employed—up from 5.8 percent in 1980. The greater representation of this age group in the foodservice labor pool cannot be explained by a growing population since the number of individuals in this age group has fallen between 1980 and 1986. One possible explanation might be that teenagers hired earlier into foodservice occupations have stayed in these jobs through their young adult years.

Also, a larger percentage of all employed 25 to 34-year-olds has been hired into foodservice occupations than before—from 2.8 percent in 1980 to 3.6 percent in 1986. But their increased presence is likely due to the fact that there are more of these workers to employ.

What groups have new employees come from?

The increase in foodservice workers between 1980 and 1986 has slightly outpaced the growth in total employment in the nation. This means that foodservice operators are hiring a greater percentage of available workers now than they were six years ago. In addition to an increase in the share of employed persons who work in foodservice occupations, there has been a shift in the type of individuals hired. Males, blacks and Hispanics now account for a larger percentage of foodservice workers, suggesting that males and minorities have been tapped as new sources of labor.

Although there are more males and females working in foodservice jobs today than in 1980, the percentage of all employed males that work in foodservice has risen, while that for females has dropped. This implies that males, a minority in the industry, are now being actively recruited, most notably as waiters, cooks and food counter workers.

Surge in minority employment

The increased employment of males is observable across ethnic and racial lines. The percentage of employed black and Hispanic males working in foodservice occupations has increased as well.

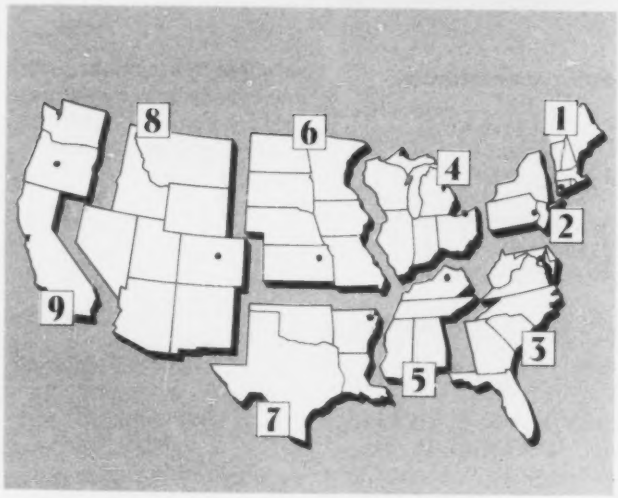
Black and Hispanic females are also heading to foodservice jobs, although to a lesser degree than their male counterparts. In 1986, 5.8 percent of all employed blacks and 6.2 percent of all employed Hispanics were holding foodservice jobs—up from 5.0 and 5.5 percent, respectively, in 1980.

Almost one-quarter of all employed black teens are now employed in foodservice occupations—up from 17 percent in 1980. A large percentage of Hispanic teens also works in foodservice jobs—more than 17 percent in 1986. But even though younger individuals are more frequently employed in foodservice, it is the middle-aged minorities that are best represented in foodservice occupations. Blacks account for more than 10 percent of foodservice workers between the ages of 25 and 44 and more than 15 percent of those between the ages of 45 and 59. Most of these percentages represent increases from 1980. Hispanics, in turn, are more numerous in the 25 to 34, 35 to 44 and 45 to 54-year-old age groups, representing approximately 10 percent of total foodservice workers in these segments.

In sum

Confronted with declining populations of teens and young adults, foodservice operators are more intensely recruiting these workers and, at the same time, tapping other labor sources. These new sources include males and minorities.

—Laurence Greenberg



1 NEW ENGLAND

Location: Ansonia, CT
Association member: John Reynolds
Operation: Rapp's Paradise Inn
Profile: Upscale restaurant and banquet facility
In business: 34 years
Seats: 50 dining room; 300 banquet facility
Meals served: Lunch, dinner

"It seems a lot of restaurants come and go, but we keep rolling along," says **Frank Rapp,** owner of Rapp's Paradise Inn. Although his 35-year-old restaurant does a brisk business lunch, party business is really the operation's mainstay. This summer's business has been good, says Rapp, and bookings for the coming year are strong. The restaurant's location, in the New Haven-Bridgeport-Waterbury triangle, is one crucial factor behind Rapp's success.

Rapp prides himself on his restaurant being a "homey, family-type place." All pies, cakes and breads are baked on the premises, and the menu focuses on seafood, steaks and chops. Rapp has noticed that seafood is becoming more popular with his regular dinner customers.

2 MID ATLANTIC

Location: Allentown, PA
Association member: Mark Rogosky
Operation: The Spice of Life
Profile: Fullservice upscale restaurant
In business: 3 years
Seats: 200
Meals served: Lunch, dinner

"Our business has been excellent," says **Jim Johnson,** manager of The Spice of Life. "Lots of people slow down in the summer, but our July, especially, was quite hectic."

The Spice of Life, located in an office park, attracts business and professional people during the day and a mixed crowd in the evening. The owners, Mark and Karen Rogosky, also operate another nearby restaurant, Magnolia's Vineyard, which is housed in an old Victorian inn.

The Spice of Life, says Johnson, is "an eclectic eatery." Veal, a house specialty, shows up in a number of popular dishes, including *Veal Marisa,* pieces of veal sauteed with artichoke hearts and shrimp and topped with hollandaise. Other notable dishes include *Salmon a L'Orange, Lamb en Croute* and *Rumaki,* bacon wrapped around chicken livers and water chestnuts.

A new menu, featuring three different categories of entrees, will soon be introduced at The Spice of Life. In addition to some traditional house specialties, the menu will include regional American dishes, ethnic foods from around the world and a g[illegible]zing menu of pizzas and pastas.

3 SOUTH ATLANTIC

Location: Dunkirk, MD
Association member: Audrey Davenport
Operation: The Penwick House
Profile: Country inn specializing in southern Maryland cuisine
In business: 8 years
Seats: 160
Meals served: Lunch, dinner

"We generally do not enjoy the same level of business in the summer as we do in the winter and spring," says **Audrey Davenport,** owner of The Penwick House, "but this August was better than usual."

The Penwick House, a 19th-century, farmhouse-turned-country inn, is appreciated for its lovely terrace and gardens as well as its authentic southern Maryland cuisine. The garden contains more than 50 varieties of daffodils and more than 2,000 azaleas.

"We serve dishes that might have been served in 19th-century tidewater Maryland," says Davenport. A recent harvest buffet, for example, included local farm vegetables, such as squash, corn, tomatoes and eggplant, as well as crab cakes and barbecue chicken. Also on the menu was *Stuffed Ham,* a regional dish made by boiling a corned ham that has been wrapped in a spicy kale and onion mixture.

Other popular dishes at The Penwick House include crab, shrimp, scallops and the *Feast of the Tidewater,* boned chicken breast and country ham, drenched in an herbed crumb mixture and sour cream.

4 EAST NORTH CENTRAL

Location: Rocky River, OH
Association member: Chad Chillemi
Operation: The Woods
Profile: Fullservice, moderately priced restaurant
In business: 22 years
Seats: 125
Meals served: Lunch, dinner

"We've had an excellent summer," says **Chad Chillemi,** owner of The Woods. The 125-seat restaurant, which is located in a growing area of western Cleveland, has had overflow crowds all summer.

The Woods first opened in 1965 as Dominick's Villa, a pizza parlor owned by Chillemi's father. Although homemade pizza, with the choice of 12 toppings, is still the mainstay of the menu and "grandmother still makes the meatballs," the menu has expanded to include specialty sandwiches, ribs and pasta.

The prices at The Woods range from $3.95 to $7.95, which is especially reasonable, says Chillemi, for a restaurant with "such a nice interior." Most of the seating is in pews purchased from local churches. The restaurant's hardwood-panelled walls are decorated with trophy heads of moose, elk and deer.

5 EAST SOUTH CENTRAL

Location: Boonesboro, KY

Association member: Steve Hall
Operation: Hall's Restaurant
Profile: Casual fullservice restaurant with 2 units
In business: 22 years
Seats: 260
Meals served: Lunch, dinner

"There is quite a bit of restaurant competition around here, but we're holding steady and doing real well," says **David Sidwell,** manager of Hall's Restaurant in Boonesboro. "May to September is our busiest time—we attract lots of tourists and vacationers."

Hall's, which sits on the Kentucky River 12 miles outside Lexington, specializes in steaks, fresh seafood and regional dishes. Like its sister restaurant in Lexington, Hall's attracts a mixed crowd, which includes students and alumni from the University of Kentucky and Eastern Kentucky University. A lounge features live entertainment four nights weekly.

The seafood at Hall's is flown in each day from Boston. Scrod in a tarragon sauce and broiled or fried orange roughy are two popular specials. Popular regional dishes include catfish filet and *Oyster Parks,* oysters that have been rolled in bacon, breaded with cracker meal and deep-fried.

6 WEST NORTH CENTRAL

Location: Manhattan, KS
Association member: John Heritage
Operation: Hibachi Hut
Profile: Casual fullservice restaurant and bar
In business: 20 years
Seats: 70
Meals served: Lunch, dinner

"Usually the summer is slow, but this year our summer months have been our best months ever," says **John Heritage,** owner of the Hibachi Hut. Heritage speculates that the introduction of Cajun dishes and a new Kansas law that allows liquor to be sold by the glass were two reasons for the busy summer.

The Hibachi Hut's diverse menu includes sandwiches and mesquite-broiled steaks as well as Cajun food. The decor, which has changed little since the 1950s, is "pleasantly tacky," says Heritage, who adds, "We're spending money on food, not decor." Low food costs have allowed him to keep most of his dishes under $10.00, including an 8-ounce mesquite-grilled red snapper that is served with jambalaya, a salad and homemade bread for $6.95.

Heritage is on the verge of opening a new venture, The Lone Star Cafe, which will share the Hibachi Hut's bar but have its own menu specializing in foods from the interior of Texas.

7 WEST SOUTH CENTRAL

Location: Piggot, AK
Association member: Maggie Parrish
Operation: Farmer's Cafe
Profile: Southern-style family restaurant
In business: 2½ years
Seats: 150
Meals served: Breakfast, lunch, dinner

"Our business falls off a bit in the summer," says **Maggie Parrish,** the easy-going owner of Farmer's Cafe. "People don't eat as much when it's hot, and our air conditioner is broken, too. But," she jokes, "it'll snow soon, and things will pick up."

Parrish's cafe, located on the court square in the little northeast Arkansas town, offers a full menu of homestyle foods. Specialties include steaks, ribs and, according to the owner (and cook), "the best catfish in the country. It's nothing but Southern cooking—like grandma used to serve," says Parrish. "I don't know how to cook any other way."

The cafe, says the owner, "isn't fancy, but it's clean." The prices reflect her traditional sensibilities. During the week, for example, her all-you-can-eat luncheon buffet costs only $2.99. On a given day it may include chicken and dumplings, pork chops, fried okra, potato wedges, mashed potatoes and dinner rolls.

8 MOUNTAIN

Location: Lakewood, CO
Association member: Sherry Langley
Operation: Garrison Street Station
Profile: Fullservice family restaurant
In business: 10 years
Seats: 90
Meals served: Lunch, dinner

"Business is picking up," says **Mike Langfield,** manager of Garrison Street Station. "It was excellent for our first five years, then we hit a slump—like a lot of restaurants in Colorado. But we're building our business back up now."

Garrison Street has had success with "20 percent off" discount fliers that are mailed to local residents and delivered by hand to surrounding businesses. "The coupons bring in a lot of new customers," says Langfield, "and once we get them in, we are confident they will return."

Located in a western suburb of Denver, Garrison Street features Mexican and American specialties.

9 PACIFIC

Location: Bend, OR
Association members: Emil and Regina Freund
Operation: Regina's Restaurant
Profile: Fullservice family restaurant
In business: 6 months
Seats: 110
Meals served: Breakfast, lunch, dinner

"Our business has been real good," says **Walt Freund** of Regina's Restaurant, a family-run operation that opened in April. The restaurant's location, on the main highway in the middle of the central Oregon town, has been an important factor in its success. Most Bend restaurants, explains Freund, rely heavily on the year-round tourist business provided by skiers, campers, hunters and other nature enthusiasts passing through the scenic "high desert" town.

Regina's, says Freund, is a "casual, comfortable, middle-of-the-road place with slightly fancy overtones. We're always looking at the tourist," he says, "but we want everyone to feel comfortable here." The menu is varied and includes no item over $9.95.

In addition to a wide range of breakfast foods, hamburgers and specialty sandwiches offered at Regina's, Freund is particularly proud of the five homemade German dinners that account for at least 50 percent of the evening orders. Included are sauerbraten, pork snitzel, bratwurst, Bavarian goulash and *Roulade,* rolled-up flank steak baked with bacon and onions. Many of the meals are served with sweet-and-sour red cabbage and *Spaetzle,* a dumpling-like drop noodle. *—David Slater*

Chain opens cluck advice line

Dallas-area children now have a new telephone number to call for a friendly word, clucks and "yuks," thanks to Dixie House restaurants, a chain of five family-style restaurants in Dallas, which emphasize fried chicken.

By dialing UR-1-CHIC, an easy-to-remember phrase, children can hear a taped message from Aunt Dixie. In addition to chicken jokes, Aunt Dixie offers tips on a variety of topics, including swimming pool safety, not talking to strangers, avoiding deserted or dangerous places, learning to accept people of all types and saying "no" if their friends try to talk them into doing something they know is wrong.

"There are a lot of children who have to be home alone or just wish they had a friend to talk to," says Phil Cobb, president of Prufrock Restaurants, Inc., parent organization for Dixie House restaurants.

"Since we introduced Aunt Dixie (as chain spokeswoman) last Halloween and saw how much the kids liked her, we decided to make her more accessible. The hotline was the perfect way to build friendships with our customers while offering the kids some fun and helpful information."

The hotline is on-line 24 hours a day, and messages will be changed every two weeks. There is no charge for local calls. According to Cobb, the Aunt Dixie Hotline idea was accepted enthusiastically by the Dixie House children's board of directors, a group selected from applications submitted at the five restaurants.

—Prufrock Restaurants

An upscale gamble

Denny's, the 34-year-old family restaurant chain, believes the average American diner is ready to enjoy the delights of wine. And so it's putting its name on the line. In 43 states Denny's is introducing 6-ounce (187 milliliters) bottles of three California varietal wines under its new private Emerald Ridge label—White Zinfandel, Chenin Blanc and Cabernet Sauvignon.

Roseanne Bye, vice president of research and development for Denny's, believes that a wine-training program for personnel, as well as the conveniently sized bottle, will enable the chain to drastically increase its wine sales to 220,000 bottles of wine each week.

"We noticed that California wine sales were going up, but at Denny's we still weren't selling much in the way of wine (two glasses of wine each week). This is despite the fact that the profile of the average wine drinker is also the profile of the average Denny's guest—someone in their late 20s to mid-60s, making $40,000 up, who travels a great deal in the United States, likes variety on the menu and wants good value for spent dollars but will pay for quality," explains Bye. "Wine at Denny's apparently was one of the world's best kept secrets. We look forward to unveiling this secret."

—Denny's

Waters opens market

Alice Waters of Berkeley, California's Chez Panisse is famous for her shopping as well as her cooking. Because she is interested in getting her food from the field to the mouth as quickly as possible, she concerns herself with the planting, the growing and the cultivating of all the foods she serves. Now, she is realizing her dream of opening a quality market for chefs and retail clientele in the Bay area.

Waters' project, known officially as Central Market, is expected to open as early as next spring. Represented will be "small growers and producers who are interested in growing and raising animals in the right way—as naturally as possible and as organically as possible."

The market, which Waters says will offer products "from at least four or five of all the major food groups," will probably include a stand-up cafe. In addition, Waters anticipates that some of the market stalls will be open around-the-clock so that people with odd hours, such as bakers and fish dealers, can stop by.

Waters intends her market to be a gathering place for "a culturally diverse group." She hopes it will bring together the Bay area restaurant community as well as attracting the Thai, Vietnamese and Japanese from Oakland's Chinatown.

—The Washington Post

Snacking has gone "natural"

Whether they are "natural snacks" or "healthy junk food," Americans are loading their shopping carts with new styles of "nutritional" nibbles.

They are going for cookies sweetened with fruit juice, frozen fruit-juice bars, high-fiber snack bars, fruit-flavored rice cakes, fruit

bars, "natural" chips and snacks sweetened with rice syrup.

The reason for the rocketing sales, speculates Art Golden, publisher of *Natural Foods Merchandiser*, is that customers are "comfortable with chips, juice bars and candy bars and are willing to experiment with natural foods in these familiar forms.

Sales of these new treats should rise 10.7 percent each year until 1995, says Business Trend Analysis of Commack, New York.

—USA TODAY

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